

TERMS OF REFERENCE

REQUEST FOR PROPOSALS FOR A FINANCE MANAGEMENT AGENT FOR LIFE-AR IN UGANDA

Summary

The International Institute for Environment and Development (IIED), acting on behalf of the Ministry of Water and environment (MWE), is seeking a reputable national, regional or international organization with offices in Uganda to serve as the Financial Management Agent to support the implementation of the Least Developed Countries (LDC) Initiative for Effective Adaptation and Resilience (LIFE-AR) in Uganda. The FMA will work under the oversight and management of the LIFE-AR National Platform.

The objectives of the assignment are:

- To manage the funds received from IIED for the implementation of LIFE-AR in Uganda.
- To support the Government of Uganda to establish a suitable organisation capable of receiving and disbursing different sources of international climate finance.

The assignment is for two years.

The successful candidate will have:

- Significant experience in Uganda or East Africa managing funds for international donors; demonstrable understanding of international donor funding requirements.
- At least five years' experience in managing grants to community groups, local governments and civil society organizations. Uganda or East African experience is preferred.
- Capacity for efficient financial management, disbursement and accountability of donor funds used in supporting participatory planning and implementation of community-based projects.

Deadline for submission is November 11th, 2023.

1 BACKGROUND

1.1 Relevant Context

The LDC Initiative for Effective Adaptation and Resilience (LIFE-AR) is a Least Developed Country (LDC)-led and driven initiative, which serves as one of the primary vehicles for delivering the LDC 2050 Vision for a climate resilient future. The LDC Vision is for LDCs to be on climate resilient development pathways by 2030 and deliver net-zero emission by 2050. The LDC Vision includes commitments of what LDCs are willing to do to achieve the vision, their 'offer', as well as an 'ask' to the international community on how they can support LDCs effectively.

LDCs recognize that business as usual approaches to dealing with climate change are not working for them. They need long term cross-sectoral and multi-level responses, yet current responses are short term, sectoral projects. LDCs need support to reach their vulnerable communities, yet globally only 17% of finance reaches LDCs, and globally only 10% reaches local level. LDCs need climate action driven by and for their countries, yet many responses are externally driven, top down and fail to build internal institutional capabilities, structures, and systems for the long term.

LDCs and the international community, in signing the LIFE-AR Partnership Compact (<https://www ldc-climate.org/wp-content/uploads/2021/11/LIFE-AR-Partnership-Compact-for-the-LDC-2050-Vision.pdf>), jointly commit to align global, national and local strategies behind the LDC 2050 Vision and principles of: working together on a shared and equal platform; investing behind integrated, holistic and ambitious climate planning; commitment to a shared goal of 70% finance flows supporting action

on the ground in LDCs by 2030; working at the pace of individual LDCs and leaving no country and no one behind.

The International Institute for Environment and Development (IIED), due to their established relationship as a trusted partner of the LDC Group, has been asked by the LDC Group to act as the interim Secretariat to LIFE-AR pending the establishment of a LDC-managed LIFE-AR Facility.

LIFE-AR Strategy: LIFE-AR aims to support a shift away from the business-as-usual approaches to ‘business unusual’ approaches, enabling LDCs to lead and drive forward their commitments for a climate resilient future. Business unusual approaches include 1) whole of society responses that are cross sectoral and multi-level involving government and non-government actors to build a climate resilient future 2) ensuring the majority of finance (70% in LIFE-AR’s case) reaches local level 3) involve integrated and holistic long-term planning and policies, 4) while building LDC capabilities and institutions for retention of knowledge, skills and learning, and have 5) inclusive governance of climate decisions. These are the five areas known as the five LDC offers which six initial LDC front runner countries (Bhutan, Burkina Faso, Ethiopia, The Gambia, Malawi and Uganda) are taking forward to deliver LIFE-AR, business unusual and the LDC Vision. LIFE-AR has a ten-year strategy which sets out three phases, the establishment phase, the test and evolve phase and the scale up phase. LIFE-AR is currently in the establishment phase, with some countries preparing to progress to the test and evolve phase.

LIFE-AR operates a model that is adaptive and flexible, based on the pace of LDCs and enabling LDCs to set the direction on how they will deliver the five LDC offers. As a result, a new form of planning and programming is required, that involves using causal pathways, scenarios, thresholds, and decision triggers, to ensure work can progress while allowing front runner countries the flexibility to move at a pace most suitable to them and their context.

Guiding Principles of LIFE-AR: In support of the LDC Vision for all Least Developed Countries to be on climate-resilient development pathways by 2030 and deliver net-zero emissions by 2050, LIFE-AR is guided by the following principles:

1. *Equality:* between LDCs and the international community, between government and non-government actors, involving equal decision-making and mutual accountability, that values all contributions to generate shared solutions
2. *Integration:* uniting sectors and actors horizontally and vertically to deliver whole-of-society action through long-term planning and programmes. Donors and climate funds can play their part by improving their collaboration and integration, and simplifying procedures to minimize burden
3. *Ownership:* emboldening LDCs and their communities to lead on the development of climate solutions, following their direction, guidance and pace, and working with existing LDC institutions, structures and systems in-country to build sustainable capabilities for delivery
4. *Local actions:* Placing local action at the heart, where resources are put into local hands with a target of 70% finance flows that support action on the ground in LDCs by 2030, and
5. *Inclusion:* leaving no country and no one behind, challenging social barriers that exclude and limit people’s potentials with a focus on gender transformation and social justice.

1.2 LIFE-AR in Uganda

In 2019, Uganda signed the LIFE-AR Compact and an MoU with the LDC Chair’s Office and IIED to become one of the six Front Runner Countries (FRCs), entering the establishment phase of LIFE-AR. During the establishment phase, Uganda has:

- Established a cross government “National Platform” providing political and technical oversight and support over the implementation of LIFE-AR in-country. The National Platform consists of a LIFE-AR Steering Committee, a Technical Task Force and a Secretariat.

- Conducted baseline surveys to establish the alignment of national policies, laws and regulations with LIFE-AR principles.
- Identified a delivery mechanism to channel climate finance to the local level behind community priorities and 12 pilot districts to test and further evolve the approach.
- Reviewed options for the governance and transfer of climate funds through the mechanism.
- Established a MEL and communications strategy and plan.

Uganda has selected the Decentralized Climate Finance (DCF) delivery mechanism, as the model to facilitate implementation of the LIFE-AR programme and delivery of at least 70% of climate finance to local level. The four components of DCF mechanism include:

1. A Climate Resilience Fund (CRF) that is a performance-based climate resilience grant managed by the local government authority (LGA). Minimum standards and performance measures reflecting LIFE-AR principles regulate funding flows thereby incentivising change.
2. Participatory whole-of-society planning committees at different levels of local government identify and prioritize investments likely to increase climate resilience, targeting the most vulnerable, and applying the principle of subsidiarity in decision-making.
3. Climate information services and resilience planning tools guide and inform analysis, planning and decision-making to ensure investments address climate change, strengthen communities' adaptation strategies and consider long-term climate risk.
4. Monitoring, evaluation, and learning (MEL) aligned to and feeding into local and national government reporting on climate change.

2 OBJECTIVES AND EXPECTED OUTPUTS

2.1 Objectives

The FMA will be competitively contracted to deliver two objectives under the oversight and management of the LIFE-AR National Platform:

Act as the interim Fund Management Agent. The FMA will manage all Development Partners (DP) funds received from IIED for implementing the LIFE-AR programme in Uganda pending the establishment of a longer-term entity with the legal status and capabilities to gain direct access and manage global climate finance. It will (a) closely adhere to the government legal and regulatory requirements regarding financial management; (b) ensure compliance with development partner conditionalities or requirements that may impact on the implementation of LIFE-AR programme in the country; (c) use the national LIFE-AR guidelines; and (d) comply with LIFE-AR global Standards and Benchmarks, especially with reference to budgeting, disbursement, accounting and internal control, reporting and audit.

Currently, a key requirement for some of the LIFE-AR Development Partners is that LIFE-AR funds cannot currently pass through Government systems and procedures. This means that all funds for LIFE-AR in Uganda will pass through the FMA straight t to service providers, tax bodies, suppliers of goods and services, etc. through their accounts or to individuals through their mobile money or bank accounts. The decisions about what to invest in will however be made through the LIFE-AR governance bodies at national and local government levels.

Support the Government of Uganda to establish a suitable organisation capable of receiving and disbursing different sources of international climate finance, including via MWE's direct access to the Green Climate Fund (GCF). The FMA will support the Government of Uganda to set up the systems and processes and overarching design for a longer-term organisation that is capable of receiving/dispersing funds for climate adaptation and resilience. This would include building capacity for continued receipt and disbursement of funds through the DCF mechanism outlined in the section 1.2. It would also include acting as an executing entity (or similar) to the Green Climate Fund (GCF), as well being capable to receive and disburse other sources of international climate finance as a Uganda-specific intermediary, whilst operating in line with the principles of LIFE-AR. Depending on the speed

and scope of Uganda's GCF project pipeline, the FMA may itself be suitable to play a fund management role in an Enhanced Direct Access project developed by MWE.

The LIFE-AR National Platform in Uganda is exploring different sources of finance to support long-term implementation of adaptation and resilience activities. The pursuit of climate finance from sources like the Green Climate Fund is in line with the LDC Chair's vision and instruction to the LIFE-AR (interim) Secretariat. MWE is in a position to access GCF funds and is considering on-granting them through the DCF structures developed as part of the LIFE-AR initiative. The Enhanced Direct Access modality is one route through which the GCF enables its Direct Access Entities (like MWE) to disburse grants (or other financial instruments) to fund timely, locally determined climate investments.

2.3 Expected Outputs

The output from this assignment will be a sound and transparent financial management system put in place by the FMA that results in efficient and effective disbursement and accountability of funds for (a) implementation of LIFE-AR investments at the community level (b) implementation of activities under the 70:30 principle i.e. 70% for community-prioritised investments and 30% for operational costs - MEL activities, communications, capacity strengthening, possibly action-research, learning visits, etc. under the Test and Evolve work plan. Under the second objective, it is further expected that the FMA will also provide the necessary support to MWE establish and register an organisation that could gradually progress into a mutually agreed Uganda-specific entity capable of being a clearing house for attracting and managing other sources of finance outside budget support for climate change adaptation and mitigation initiatives. Hence, the FMA will also be expected to facilitate a smooth transition in financial management to a new organisation, including the handover of the financial management system developed.

3 SCOPE OF WORK FOR FMA

3.1 Objective 1: Act as the Interim Fund Manager

Under the oversight and management of the LIFE-AR National Platform the FMA will deliver:

3.1.1 Overall financial management

1. Be responsible for financial management and administration of Development Partners' financial support to LIFE-AR in relation to Uganda; receive financial contributions from the contributing development partners through IIED that are deposited in the Account of LIFE-AR and immediately acknowledge accordingly.
2. Perform financial management in (a) accordance with sound financial management procedures including internal control mechanisms of mutually acceptable national or international standards (b) adherence to LIFE-AR's Standard Operating Procedures (SOP), policies and procedures, Development Partner requirements as well as all applicable legislation, regulations, rules, policies and procedures in Uganda at all times.
3. Develop and maintain a computerized accounting system that satisfies the following objectives: a) Provide a standardized financial management system which shall eventually be linked to Government Integrated Financial Management System (IFMS), b) Improve and strengthen financial control and management of the LIFE-AR funds, c) Allow for cash and historical cost accounting, d) Allow for the generation of multi period, multi-user and multi-currency and source of funds reports, e) Have a flexible chart of accounts and f) Allow transparency and access for all interested stakeholders to monitor financial transactions.
4. Advise the National Platform, on funds available; support the preparation and finalization and consolidation of the annual budget for LIFE-AR activities by the Ministry of Water and Environment, districts, sub-counties and communities.
5. Provide advice and guidance to the National Platform on financial planning, setting priorities, and defining finance-related issues for proposal development
6. Facilitate workshops and consultative meetings and manage the financial aspects associated with those workshops/meetings as needed – against the agreed budget

7. Prepare and submit quarterly and annual financial reports to the LIFE-AR National Platform, and other government departments and the LIFE-AR Board, as may be required.

3.1.2 Proposal Development and Review

1. Support the application of the standard project/investment proposal template tailored to meet parish/sub-county capabilities as contained in the DCF mechanism guidelines.
2. Collaborate with the Secretariat in supporting the local governments to finalize the proposals, work plans, budgets and payment schedules from their communities.
3. Prepare financial review reports and recommendations, and submit these to the Secretariat for integration with technical findings for submission to the Steering Committee.
4. Support the MWE to set up a LIFE-AR website/page on the MWE website that enables transparent and open access to all interested stakeholders.
5. Participate in Steering Committee review meetings as required to provide information and guidance relating to finances.

3.1.3 Disbursement of funds

1. Receive proposals from communities through their sub-counties and respective districts and conduct final check/screening for compliance, after due approval by the Secretariat,
2. Review and strengthen existing computerized financial management systems at MWE and LG for tracking disbursement of LIFE-AR funds and accountability guidelines in line with government and Development partner requirements.
3. Disburse funds to service providers as approved and directed by the Secretariat, based on assessment of satisfactory technical and financial report, and in line with agreed terms and conditions set out in the MOU.

3.1.4 Accountability and monitoring

1. Prepare a financial monitoring and support supervision plan that meets the requirements of government and Development partners, and that integrates with technical monitoring and supervision plans.
2. Review and strengthen application of existing routine financial monitoring and supervision tools and guidelines that can also be used by the Secretariat and local governments.
3. Receive, review and verify quarterly and annual accounting reports from the districts.
4. With the Secretariat, review performance of LIFE-AR against agreed technical outputs to assess overall performance and compliance with the quality assurance framework; ensure spending doesn't exceed agreed budget lines in the budget and seek approval from the Steering Committee for any variance of 10% of the agreed cost for a budget line.
5. With the Secretariat, facilitate and participate in external evaluation processes.
6. Be responsible for managing cyber security risk under its own policies and procedures.
7. Ensure linkage between management and information system of LIFE-AR to be established at the Secretariat to handle the entire chain of investments/proposal workflow from registration of proposals to monitoring and reporting of results and performance.

3.1.5 Capacity building

1. Identify needs and provide technical financial capacity building assistance to local governments, sub counties, parishes and communities as needed.
2. Support in developing the capacity of the Secretariat in management of finances.

3.1.6 Reporting

1. Provide and present quarterly financial reports on progress of LIFE-AR activities to the national Secretariat and the Steering Committee.
2. Prepare and compile financial data for Annual Fund Reports.
3. Provide information, guidance and advice to the national Steering Committees on availability of funds, financial requirements and conditions of participating Development Partners, and coverage and activities of current funding.
4. Provide financial assessments of proposals, and recommendations for funding.

5. Document lessons learnt in financial management for sharing with national Steering Committee and other stakeholders of LIFE-AR.

3.1.7 Auditing

1. Carry out routine quarterly financial reviews of the performance of local governments, sub counties and communities.
2. Support the national Secretariat in carrying out routine annual audits of the LIFE-AR Fund performance.
3. Prepare Terms of Reference for and facilitate external audits by government and external auditors annually and as needed.
4. Cooperate fully with any audits (both internal and external) or other reviews commissioned by the LIFE-AR Secretariat or by a contributing Development Partner.

3.2 Objective 2: Support for establishment a longer term climate finance related organisation

1. Subject to discussion and coordination with MWE, identify the format of the longer-term organisation for receiving and disbursing climate finance in Uganda. As examples, this could take the form of an INGO or a special purpose vehicle (such as a climate fund). This is the organisation that would be capable of continued delivery of funds through the DCF channels, as well as through other channels like the GCF (via MWE's direct access accreditation), philanthropy, or other bi- and multi-lateral channels. It will also ensure that the LIFE-AR long term organisation is properly structured and staffed to take over the roles of FMA and future Executing Entity of an EDA mechanism.
2. When the format of the future organisation is agreed, support consultations and the in-depth design of the entity. This will likely require both a review of how the FMA experience has worked and what can be improved in line with the LIFE-AR principles, as well as a review of what different roles are required for GCF access.
3. To note; depending on the chosen format of the longer-term entity and the impracticality of pre-determining the scope of work that may be necessary for the establishment of such an entity, there is the option to further cost and define the nature of this work in the future.

4 SOLICITATION FOR THE FINANCIAL MANAGEMENT AGENT

4.1 Summary of Requirements

MWE & IIED seek a reputable national, regional or international organization with offices in Uganda to serve as the Financial Management Agent for the LIFE-AR Fund.

Potential bidders/applicants must clearly describe how they intend to provide financial management, capacity building, financial monitoring and evaluation, and technical assistance support to the financial management of LIFE-AR based on the background information given above in sections 1, 2 and 3.

The awardee will be contractually accountable to IIED for the achievement of results. However, the awardee will also be responsible to the Steering Committee and participating Development partners for successful management of their individual or pooled funds.

4.2 Detailed technical and financial requirements

a. Methodology and Approach

The Applicant will be responsible for elaborating, planning and implementing the activities outlined under the Scope of Work in Section 3. The strategies and approaches for addressing the activities will need to be clearly described. A suggested structure of your Technical Proposal includes:

- Technical Approach and Methodology
- Work Plan

- Organization and Staffing

i) *Technical Approach and Methodology*. Please explain your understanding of the objectives of the assignment as outlined in Sections 2 and 3, the technical approach, and the methodology you would adopt for implementing the tasks.

ii) *Work Plan*. Please outline the plan for the implementation of the main activities/tasks of the assignment, their content and duration, phasing and interrelations, milestones (including interim approvals by the Client), and tentative delivery dates of the reports. The proposed work plan should be consistent with the technical approach and methodology, showing your understanding of the TOR and ability to translate them into a feasible working plan. An outline of the workplan of the LIFE-AR Secretariat is attached in Annex 1 below.

iii) *Organization and Staffing*. Please describe the structure and composition of your team, including the list of the Key Experts, Non-Key Experts and relevant technical and administrative support staff, including their qualifications and experiences in the assignment.

b. Financial requirement

Applicants must propose a level of effort (LOE) structure based on an estimated total LIFE-AR Fund of £10.6 million covering two years of the Test and Evolve Phase of LIFE-AR. Applicants should also outline efficiency gains in LOE should funds increase and/or the number of financial providers contributing to the Fund also increase.

c. Profile of Applicants

Applicants must demonstrate:

- Significant experience in Uganda or East Africa managing funds for international donors; demonstrated understanding of international donor funding requirements.
- At least five years' experience in managing grants to community groups, local governments and civil society organizations. Uganda or East African experience is preferred.
- Evidence of capacity for efficient financial management, disbursement and accountability of donor funds used in supporting participatory planning and implementation of community-based projects.
- Longstanding experience in not only unlocking the potential of poor people and communities, including women, youth and the disabled but also in identifying, mobilizing and equipping people and communities to address challenges that undermine their well-being, livelihood, environment and natural resource base.
- Evidence of having a strong internal financial management system in place and a financial focal point who is able to dedicate their time to the LIFE-AR Initiative.
- Readiness to undergo a fiduciary assessment by IIED/donors.
- Expertise and experience in ensuring gender equity, environmental and social safeguards in donor funded projects.
- Successful collaborations with programs involving central and local government agencies. Uganda or East African experience is preferred.
- Experience and qualifications to meet government legal, regulatory financial management requirements, LIFE-AR Development Partner conditions, including international donor audit requirements.
- The ability to design, implement and monitor an efficient multi-million dollar Funding Mechanism.
- Financial capacity building for international, national, district and community organizations. Financial capacity building of local governments as well as private and academic institutions is desired.

Applicants must also demonstrate a commitment to:

- employing Ugandan and Regional professionals.

5 TIMELINES AND DELIVERABLES

5.1 Commencement Date and Period of Implementation

The assignment shall be completed within a period of 24 months, commencing from the date of signing the contract and ending when the final assignment report has been formally approved.

5.2 Submission of proposals

The interested organization is invited to submit the following application documents:

- a) Technical Proposal, not exceeding 6 pages (excluding any annexes) and including (a) logical comments from the consultant on the Terms of Reference (ToR), (b) description of the approach, methodology, and a proposed work plan with time frame, and (c) an outline of how the applicant meets the selection criteria and how they intend to implement the tasks mentioned above.
- b) Financial proposal detailing the applicant's itemized fees and any other costs.
- c) CVs of the staff who will undertake the work.
- d) Evidence of at least three previous contracts / orders / reports of similar assignments.
- e) 3 references need to be provided.

Please note that

- a) All the above documents should; be submitted via email only to:
 - o **Mr Joseph Epitu** - Commissioner Water and Environment Sector Liaison in the Ministry for Water and Environment - josephepitu@gmail.com,
 - o and **Mrs Valentine Lecluse** – Senior Project Manager at International Institute for Environment and Development (IIED) – valentine.lecluse@iied.org
- b) For more information or clarification, please contact us through e-mail:
 - o **Mr Joseph Epitu** - Commissioner Water and Environment Sector Liaison in the Ministry for Water and Environment - josephepitu@gmail.com,
 - o and **Mrs Valentine Lecluse** – Senior Project Manager at International Institute for Environment and Development (IIED) – valentine.lecluse@iied.org
- c) **The deadline for proposal submission is 11th of November 2023 EOB**
 - o Any proposals submitted after the deadline shall be declared “Late” and shall not be accepted.

5.3 Criteria for evaluation

Criteria for the evaluation of the technical proposal:

CRITERIA	POINTS
Experience in similar work	40
• Applicant's experience in similar activities before is Outstanding, Above Average, Average, Below Average or Unacceptable	10
• Applicant's work experience is directly relevant to the work required	10
• Applicant has experience of working in Uganda, EAC region and Africa	10
• Applicant has known cases of prior performance, including quality of work conforming to obligations and cost of services – if samples were provided, they match with expectations of the assignment	10
Quality of the technical proposal	20

• Proposal includes all the information requested in TOR	5
• Proposal adequately covers approach, methodology and work plan	5
• Proposal includes workplan with specific activities, deliverables and timeline aligned with expectations and do seem feasible	2.5
• Proposal includes some new idea(s) that hadn't been considered before	2.5
• Writing and the overall presentation reflect the applicant's comfort and expertise in the proposed assignment area	5
Qualification of the proposed experts	40
• Applicant's team has with requisite professional qualifications (Bachelor's Degree, Master's Degree, Doctorate Degree, 10 or more years of employment experience in subject / assignment area)	20
• Applicant demonstrates other competencies critical to the success of the LIFE-AR Initiative in Uganda (e.g., strong project management skills, written communication skills, existing networks/relationships in Uganda and the EAC region, etc.)	20
Total	100

Technical proposals must achieve at least 85 points in order for the respective financial proposals to be opened/considered.

6 LIFE-AR REFERENCE MATERIALS

1. Decentralized Climate Finance (DCF) delivery mechanism – Design Note
2. LIFE-AR Standard Operating Procedures (SOP)
3. MEL and communications strategy and plan
4. LIFE-AR Governance Framework
5. LIFE-AR Financial Management Protocol
6. Draft Implementation Guidelines for DCF Uganda

ANNEX
KEY ACTIVITIES OF THE LIFE-AR SECRETARIAT

1.0 Skills Development in Pilot Districts
District and Subcounty technical training on LIFE AR and DCF (including performance measures on CRF)
Sub-county Training on LIFE AR and DCF (including performance measures on CRF)
Training parish development committees on LIFE AR and DCF (including performance measures on CRF)
2.0 General Awareness Raising on LIFE-AR & DCF
District-wide + Subcounty awareness raising (including district officials,)
Parish Level awareness on LIFE-AR
Media awareness
3.0 Trainings on Climate Risk and Vulnerability Assessments and Digital Resource mapping
District/Subcounty level Training on participatory climate risk and vulnerability assessment.
Parish Level Training on participatory Climate Risk and Vulnerability Assessments + Digital Resource Mapping
4.0 Trainings on MEL
Training for districts on ToC and MEL-
Training for sub-county staff on ToC and MEL
Training of PDC on ToC and MEL
5.0 Climate information services (Start with what's most practical in Y1)
Capacity strengthening of LGs, local FM radios and CBOs on participatory forecasting and CIS dissemination
Co-production of seasonal/annual advisories and feed back mechanisms.
Dissemination of Forecasts and Advsories through local radio
6.0 Resilience assessments
Participatory climate risk and vulnerability assessment workshops + digital resource mapping
Investment prioritising led by PDCs
Validation through focus group discussions
Key informant interviews
7.0 Proposal development
Writesshops to develop proposals for funding by PDCs with support from Subcounty and District staff
Development of design and processes for CRF investments
Presentation of investment priorities to budget conference for consideration
Presentation of approved proposals to council executive committee
Preparation and Submission of the identified DCF investment priorities to the Sub- County for integration in annual work plans
Final review and recommendation of CRF investments by DTPC
Preparation of workplans and budgets for implementation of prioritised investments
8.0 Procurement
Preparation of procurement plans
Tendering for service providers
9.0 Monitoring, Evaluation and Learning- proposal to keep theories of change at sub-county level
Drafting of the ToC
Review of TOC by MEL WG
Total 10.0 Development of theories of change at district level
Drafting of the ToC

Review of TOC by MEL WG
Validation of ToC by stakeholders
Translation
11.0 Development of district level MEL plan
Drafting of the MEL plan
Review of MEL plan by MEL WG
Validation of MEL plan by stakeholders
12.0 National Level MEL
Development of Data Collection Tools
Capacity Strengthening for MEL and Reporting
Actual data collection
13.0 LIFE AR Community of practice
LUCCC technical support
CCD coordination support
Periodic meetings
14.0 Functioning National Platform
Secretariat costs
Task Team Meetings
Steering Committee Meetings
WG meetings