

**Bid No. 013/26/SNV**

**Terms of Reference (ToR)**

**Development of an Integrated Digital Monitoring, Evaluation, Accountability and Learning (MEAL) Management Information System (MIS)**

**SNV ETHIOPIA  
RAYEE II Programme**

**1. Background and Context**

The **RAYEE II programme** aims to support the transition of 1,000,000 young people, particularly rural young women into **dignified and fulfilling work** through inclusive enterprise development, improved market systems, and strengthened institutional ecosystems within Ethiopia's agri-food economy. The programme will engage approximately 94,000 enterprises across seven regions organized in nine clusters, working with public institutions, private sector actors, financial institutions, and community systems to enable sustainable employment opportunities for youth.

Youth employment outcomes are shaped by a range of interconnected systems, including:

- Market systems and value chains
- Enterprise development ecosystems
- Financial service markets
- Workforce development institutions
- Governance and policy environments
- Social and gender norms.

Addressing youth employment challenges therefore requires a systems-based programme approach that goes beyond isolated project interventions and instead strengthens the relationships between institutions, markets, and communities.

RAYEE II applies an Integrated Systems Strengthening and Market Systems Development (MSD) Framework, structured around four strategic pillars:

1. Institutional and Market Systems Strengthening
2. Enterprise and Economic Empowerment Systems
3. Inclusion, Gender and Behavioural Transformation
4. MEAL, Evidence and Accountability Systems.

This framework supports a transition from activity-based implementation to systemic change, ensuring that programme outcomes are sustainable, scalable, and capable of influencing broader market and institutional systems.

The programme is aligned with the Mastercard Foundation Impact Strategy and Shared Measures Framework, as well as SNV Global Harmonized Indicator Standards, which require rigorous monitoring, credible evidence generation, and structured learning processes.

To effectively manage the scale and complexity of the programme, RAYEE II will establish a comprehensive Digital Monitoring, Evaluation, Accountability and Learning (MEAL) Management Information System (MIS).

## 2. Purpose of the Assignment

The purpose of this assignment is to create a comprehensive digital Management Information System (MIS) for the RAYEE II programme that supports Monitoring, Evaluation, Accountability, and Learning (MEAL). In simple terms, its purpose is to design and implement a centralized system that collects, manages, and analyses programme data in one place. This system will enable real-time tracking of activities, participants, enterprises, and partnerships, while also supporting performance monitoring, financial and governance oversight, and safeguarding.

Ultimately, the MIS is meant to strengthen decision-making by providing dashboards, analytics, and evidence for programme evaluation. It will help shift the programme from basic reporting toward data-driven management, continuous learning, and measurable impact.

## 3. Objectives of the Digital MEAL MIS

The digital MEAL MIS is expected to achieve the following strategic objectives.

### 3.1 Centralized Programme Data Management

The system will provide a centralized digital repository for programme data, integrating information across multiple programme components and partners.

The MIS will consolidate data related to:

- Youth outreach and participant registration
- Enterprise profiling and business performance
- Workforce development and training activities
- Financial inclusion interventions
- Institutional partnerships and governance engagement
- Gender and social inclusion initiatives
- Safeguarding and accountability mechanisms

A centralized system will ensure data consistency, traceability, and accessibility, enabling programme teams and partners to make informed decisions based on reliable evidence.

The system must comply fully with Ethiopia's Personal Data Protection Proclamation No. 1321/2024, including:

- Data localization requirements
- Secure storage within Ethiopian-based servers
- Role-based access control
- Encryption and secure authentication protocols
- System audit trails and monitoring mechanisms

These safeguards will ensure the confidentiality, integrity, and security of programme data.

### 3.2 Real-Time Monitoring and Performance Tracking

The MIS will enable real-time monitoring of programme activities and performance indicators across all programme components.

Programme teams should be able to monitor:

- Activity implementation progress
- Work-enabling outreach and youth employment outcomes
- Enterprise development milestones
- Financial access interventions
- Governance and partnership activities
- Safeguarding and accountability reporting

Real-time monitoring will support timely decision-making and proactive programme management.

### 3.3 Integrated Programme Tracking

The MIS will enable integrated tracking and analysis of relationships between programme interventions and outcomes. This includes monitoring linkages between:

- Training and enterprise performance
- Financial access and business growth
- Market linkages and employment outcomes
- Governance engagement and programme results

This integrated approach supports systems thinking and cross-sector programme analysis.

### 3.4 Evidence Generation for Impact Measurement

The system will support the programme's impact measurement and evaluation framework, enabling the collection, management, and analysis of quantitative and qualitative data. The MIS should support tracking of:

- Work-enabling outreach interventions
- Youth-in-Work outcomes
- Dignified and fulfilling work indicators
- Enterprise growth and performance
- Financial inclusion outcomes
- Gender and social inclusion indicators
- Safeguarding and accountability reports
- Policy and ecosystem change indicators

The system should also enable structured documentation of programme evidence, stakeholder feedback, and strategic updates to support programme learning and decision-making.

### 3.5 Learning and Adaptive Management

The MIS should support the programme's Learning, Accountability and Adaptive Management (LAAM) approach. The system should include tools for:

- Lessons learned documentation
- Learning agenda tracking
- Reflection and review processes
- Knowledge management and dissemination

These tools will support continuous learning and adaptive programme implementation.

## 4. Scope of Work

The selected vendor will be responsible for the design, development, deployment, and maintenance of the Digital MEAL MIS. The system must be secure, scalable, and capable of supporting a large-scale multi-stakeholder programme. The vendor will undertake the following tasks.

### 4.1 System Architecture Design

The vendor will design a scalable and secure system architecture that supports data collection, storage, analysis, and reporting. The architecture should include:

- Mobile data collection interfaces (online and offline) with GIS, audio, video, etc features.
- Centralized cloud-based database
- Application programming interfaces (APIS) for integration
- Analytics and visualization layers.
- Reporting sharing mechanisms across partners and stakeholders

The system must support integration with platforms such as **LogAlto, Power BI and other partners data systems**. This architecture ensures that the RAYEE II programme operates as a data-driven system capable of managing complex development interventions at scale.

## 4.2 Digital Data Collection Tools

The vendor will develop mobile-friendly digital tools to support field-level data collection across key programme areas, including youth outreach and registration, enterprise profiling, training participation, access to financial services, safeguarding and accountability reporting, programme activity tracking, and other relevant trackers; these tools must also function offline to ensure continuous data collection in low-connectivity environments.

**Table 1: Anticipated Timelines for Major Data Collection Activities**

Monitoring Frequency	Activities / Metrics	Data Collection Methods
<b>Continuous / Routine (Daily to Monthly)</b>	Participant registration, training attendance, financial transactions, service delivery logs, enterprise performance updates	Captured at point of delivery using digital forms and LogAlto or others
<b>Quarterly</b>	Work-enabling outreach (SM 1.1), youth employment outcomes (SM 5.1), dignified work tracking (SM 6.1)	Updated databases, follow-up surveys, routine reporting
<b>Annual</b>	Training completion & participant perceptions (SM 1.2 & SM 1.3), education transitions (SM 2.1), higher-value value chain participation (SM 3.1), enterprise growth/market expansion (SM 4.2), service delivery improvements (GHI 4)	Administrative records, tracer studies, surveys, partner reports
<b>Biennial (Every Two Years)</b>	Quality of life & household livelihood resilience (SM 7.1), agency and voice (SM 7.2), ecosystem and system change (SM 8.1–8.3, SM 9.1)	Household surveys, interviews, focus groups, strategic reviews
<b>Event-Based (As Occurs)</b>	Multistakeholder forums, youth networks, knowledge sharing (Custom 9–11)	Event registers, attendance lists, dissemination logs

## 4.3 Integrated Tracker Systems

The MIS must support multiple programme trackers designed to capture different aspects of programme implementation. These trackers include:

1. Workforce Development and Training Tracker
2. Governance Bodies and Institutional Management Tracker
3. Strategic Partnership and Ecosystem Tracker
4. Enterprise Development and Business Performance Tracker
5. Financial Access and FinTech Intervention Tracker
6. Material and Technical Support Tracker
7. Rural Young Women Empowerment Tracker
8. Assessment and Research Tracker
9. Safeguarding and Accountability Tracker
10. Social and Behaviour Change Communication (SBCC) Tracker
11. YSLAs and SACCOs Tracker
12. MEAL and Data Governance Tracker.

These trackers should be integrated into a unified system architecture.

## 4.4 Dashboard and Reporting Systems

The vendor will develop user-friendly dashboards that provide clear visual insights into programme performance for different user groups, including programme management teams, implementing partners, government institutions, and donor reporting teams; these dashboards will support key functions such as indicator tracking, geographic visualization, gender-disaggregated reporting, and trend analysis.

#### 4.5 Data Quality Assurance

The system must include built-in data quality assurance mechanisms—such as automated validation rules, duplicate detection, approval workflows, and audit trails—to ensure the reliability, accuracy, and credibility of programme data.

### 5. Impact Measurement and Evaluation Framework

The RAYEE II programme applies a **multi-layered evaluation framework** aligned with the Mastercard Foundation’s Shared Measures system. Impact measurement focuses on assessing **meaningful change in the lives of young people, enterprises, and market systems**. The programme integrates monitoring, programme reviews, and evaluations to generate credible evidence for learning and accountability. The evaluation cycle includes:

- Baseline Study
- Routine Monitoring
- Formative Evaluation
- Development Evaluation
- Outcome and Dignified and Fulfilling Survey
- Midline Evaluation
- Endline Evaluation
- Annual Tracer Studies
- Gender and Social Inclusion Assessments
- Learning Validation Workshops.

The Digital MIS must support data management and analysis for these evaluation processes. A detailed evaluation plan is presented in **Annex 2**.

### 6. Learning, Accountability and Adaptive Management

RAYEE II applies a **Learning, Accountability and Adaptive Management (LAAM) approach**. This approach ensures that programme evidence and stakeholder feedback are systematically analyzed and used to improve programme implementation. Learning processes include:

- Quarterly performance reviews
- After-action reviews
- Thematic learning studies
- Youth experience documentation
- Learning validation workshops.

The digital MIS should support learning processes through dedicated tools including:

- Learning agenda tracker
- Lessons learned database
- Knowledge documentation systems.

### 7. Ethical Standards and Data Protection

All MEAL activities must adhere to strict ethical standards to protect participants and ensure responsible data management. Key ethical principles include:

- Do-no-harm
- Informed consent
- Voluntary participation
- Privacy and confidentiality
- Safeguarding of vulnerable groups.

The system must ensure secure handling of personal data and prevent unauthorized access.

## 8. Deliverables

The vendor will deliver the following outputs within 3-months' time:

1. Inception report and work plan
2. System architecture and design documentation
3. Development of digital trackers and data collection tools
4. Integration with analytics platforms
5. Development of dashboards and reporting tools
6. System testing and quality assurance
7. Training and capacity building
8. System deployment and documentation
9. Technical support and maintenance.

## 9. Vendor Qualifications

The vendor must demonstrate strong technical, institutional, and operational capacity to design, develop, deploy, and maintain a comprehensive digital Monitoring, Evaluation, Accountability and Learning (MEAL) Management Information System (MIS) for a large-scale, multi-sectoral programme. Given the complexity and scale of the RAYEE II programme, the vendor should possess the following qualifications:

### 9.1. Institutional Capacity and Experience

The vendor must demonstrate proven institutional experience in designing and implementing large-scale digital systems that support programme monitoring, enterprise management, and data-driven decision-making. The vendor should:

- Have at least 5 years of experience in developing enterprise-level digital platforms or management information systems.
- Demonstrate experience delivering digital MIS solutions for development programmes, government systems, or large-scale institutional platforms.
- Show proven capacity to manage complex, multi-user digital platforms serving multiple stakeholders including programme teams, partners, government institutions, and donors.
- Demonstrate experience supporting large-scale programmes involving hundreds of thousands of users or participants.

Preference will be given to vendors with experience working with international development organizations, donor-funded programmes, or national-level digital systems.

### 9.2. Technical Expertise

The vendor must demonstrate strong technical expertise in the design and development of integrated digital platforms. Required technical expertise includes:

- Design and deployment of cloud-based enterprise information systems.
- Development of mobile data collection applications with offline functionality.
- Experience in API-based system integration with external platforms.
- Development of interactive dashboards, analytics platforms, and visualization tools.
- Experience integrating geospatial (GIS) data and mapping systems.
- Development of data validation systems, audit trails, and automated quality assurance mechanisms.
- Ability to support large-scale databases capable of handling high-volume datasets and multi-layered programme data.

### 9.3. Data Security, Privacy and Legal Compliance

The vendor must demonstrate strong expertise in data governance, cybersecurity, and privacy protection, particularly within the Ethiopian regulatory context. The vendor must demonstrate:

- Compliance with Ethiopia Personal Data Protection Proclamation No. 1321/2024.
- Capability to ensure data localization, including hosting sensitive programme data within Ethiopian-based servers.
- Experience implementing secure authentication systems, including OTP-based verification, biometrics and facial digital solutions suitable for rural young women.
- Expertise in encryption protocols, role-based access control, and system audit logs.
- Experience implementing secure consent mechanisms for collecting and managing personal data.

The vendor should demonstrate adherence to international data protection standards and best practices for safeguarding sensitive participant information.

#### 9.4. Digital Identity and Verification Systems

Given the importance of accurate participant identification and prevention of double counting, the vendor must demonstrate experience integrating digital identity and verification systems. The vendor should demonstrate:

- Capacity to integrate with national digital identity systems such as Fayida (National ID).
- Experience implementing Know Your Customer (KYC) verification systems.
- Experience with OTP-based digital consent and verification mechanisms.
- Ability to implement biometric or facial verification technologies where appropriate.

These capabilities will support secure registration, verification, and tracking of youth participants and enterprises.

#### 9.5. Infrastructure and Cloud Services

The vendor must demonstrate capacity to provide secure, scalable digital infrastructure capable of supporting the operational scale of the RAYEE II programme. The vendor should demonstrate:

- Access to reliable national cloud infrastructure or certified data centres.
- Capacity to host secure cloud-based systems within Ethiopia.
- Ability to provide high system uptime, data redundancy, and backup services.
- Capacity to support large numbers of concurrent users across multiple programme regions.

#### 9.6. Implementation and Project Management Capacity

The vendor must demonstrate strong project management capacity to ensure successful implementation of the system within the programme timeline. The vendor should demonstrate:

- Ability to deploy the system within the required three-month implementation period.
- Availability of qualified technical staff, including software developers, system architects, data engineers, and cybersecurity specialists.
- Proven track record of delivering large-scale technology projects on schedule.
- Experience providing technical support, system maintenance, and platform upgrades.

#### 9.7. Training and Capacity Building

The vendor must demonstrate capacity to provide comprehensive training and user support to programme teams and partners. The vendor should demonstrate:

- Experience delivering user training for digital systems.
- Capacity to develop training manuals, user guides, and system documentation.
- Ability to provide ongoing technical support and troubleshooting.
- Experience supporting multi-user systems across decentralized field operations.

### 10. Evaluation Criteria and Scoring Framework

#### Mandatory (Eligibility) Criteria (Pass/Fail):

No.	Criteria	Requirement	Compliance
1.1	Legal Registration	Valid certificate of registration, business license	
1.2	Tax Compliance	Valid TIN and tax clearance certificate	

Applicants shall be legally registered **consulting firms** (copy of annexing of business license, tax registration certificate or any other legal documents need to be submitted).

Bidders failing any mandatory criterion will be disqualified and not proceed to technical evaluation.

The evaluation of vendor proposals will follow a **two-stage process**:

1. **Technical Evaluation**
2. **Financial Evaluation**

Only vendors who meet the **minimum technical threshold** will proceed to the financial evaluation stage. **Note:** SNV will do its own independent mandatory assessment whether vendor's technical or system modules fit to our need or not; it could be via presentation or office observation.

The final ranking will be based on the combined weighted score of **Technical (80%)** and **Financial (20%)**. The firm with the **highest combined score** will be recommended for award of contract, subject to due diligence and other internal approval processes.

### Technical Evaluation (80%)

No	Evaluation Criteria	Description	Score
1	Technical Understanding of the Assignment along with Company Profile	Demonstrated understanding of the RAYEE II programme, systems approach, MEAL framework, and the purpose of the integrated MIS.	10
2	System Architecture and Technical Design Approach	Quality and robustness of proposed system architecture including cloud infrastructure, APIs, scalability, integration with LogAlto, Power BI, and other platforms. This includes proposal completeness.	15
3	Data Collection and Integrated Tracker Systems	Ability to develop mobile-friendly data collection tools and integrated trackers for programme components (enterprise, finance, governance, safeguarding, training, etc.).	10
4	Dashboard, Analytics, and Visualization	Quality of proposed dashboards, reporting tools, real-time analytics, geographic visualization, and gender-disaggregated reporting.	10
5	Data Security, Privacy and Legal Compliance	Compliance with Ethiopia Personal Data Protection Proclamation No. 1321/2024, including data localization, encryption, access control, audit trails, and consent protocols.	10
6	Digital Verification and Identity Integration	Integration with National ID (Fayida), OTP verification, biometric or facial recognition options, and secure identity verification systems.	5
7	Support for Monitoring, Evaluation, and Learning	Ability to support evaluation frameworks including baseline, midline, endline studies, tracer studies, and learning management tools.	5
8	User Experience and Accessibility	Ease of use, low-literacy design, mobile compatibility, offline capability, and accessibility for rural contexts.	5
9	Implementation Methodology and Work Plan	Clarity and feasibility of implementation approach, work plan, timeline (3-month deployment), and risk mitigation strategy.	5
10	Vendor Experience and Institutional Capacity	Demonstrated minimum 5 years of experience in developing MIS systems for large-scale development programmes, enterprise platforms, or government systems. At least three (3) similar completed assignments	5

Failure to secure greater than or equal to 70%/80% in the technical criteria will automatically disqualify the applicant.

### Financial Evaluation (20%)

Financial proposals will be evaluated based on **cost-effectiveness and value for money**.

Criteria	Description	Score
Financial Proposal	Overall cost competitiveness and justification of budget relative to scope of work	20

The financial proposal will be evaluated only for technically qualified bidders.

The lowest priced proposal will receive the maximum score of **20 points**, and other proposals will be scored proportionally.

Financial Proposal needs to be submitted in ETB.

#### 11. Duration of the task

The assignment is expected to take 3 months.

#### 12. Budget

This assignment is associated with activity line-item “**MEL.6.1.1—Periodic data collection and entry into the database system**”, under budget code **SP2362-VI.6.1.1**.

#### 13. Submission Process

Bidders must submit sealed technical and financial proposals separately before the deadline stated in the advert. Properly unsealed envelope and any submission of any proposals after the deadline

will immediately be disqualified. **Note:** The contract will be awarded to the bidder with the highest combined technical and financial score. **SNV reserves the right to:**

- Conduct interviews or presentations
- Verify references
- Request clarifications
- Reject any or all bids without obligation

### **Submission Guideline and Application submission date**

Interested and qualified applicants who meet the qualification stated above, should submit their proposals as indicated below.

Title of the specific assignment, “**Consultancy service for Development of an Integrated Digital Monitoring, Evaluation, Accountability and Learning (MEAL) Management Information System (MIS)**” should be mentioned in the envelop/email subject. SNV will not be responsible for proposals submitted without indicating title of the assignment on the envelope or subject of the email.

Both the **Technical** and **Financial** proposals should be submitted in a **separate email** to [ettenders@snv.org](mailto:ettenders@snv.org) or a separate envelope for those who are submitting in person. Failure to comply with this requirement will result in automatic rejection of the bid.

SNV will not be responsible for proposals submitted without indicating the title of the assignment (“**Consultancy service for Development of an Integrated Digital Monitoring, Evaluation, Accountability and Learning (MEAL) Management Information System (MIS)**”) on the subject of the email/envelop. Proposals must be received by SNV Addis Ababa office to the address below no later than **May 18, 2026, 17:00 (5:00PM)** close of business.

All submissions should be sent to: Via email to [ettenders@snv.org](mailto:ettenders@snv.org) or must be submitted in person.

All physical submissions should be sent to: SNV Ethiopia, Mexico Sar Bet Road Next to African Union P.O. Box 40675, Addis Ababa | Ethiopia Fax + 251 (0) 11 616 6252 Tele + 251 (0) 11 616 6232 or via [<ettenders@snv.org>](mailto:ettenders@snv.org).

#### 14. Annexes (more tracker templates and over 40 KPIs will be share in the future)

##### Annex 1 – Metrics Framework (PMRS will be shared for detail preparation if agreement made)

Result Chain	Result Description	Metrics
Impact	Improved young people's resilience, quality of life, voice, and agency	SM 7.1: Instances of young people and their households reporting sustainable livelihoods
		GHI 2: Number of people gaining decent (self) employment
Outcome	800,000 Young women secured dignified and fulfilling works	SM 3.1: Percentage and stories of Foundation supported youth accessing work in higher-end value chains or sub-sectors
		SM 6.1: Percentage of Youth accessing Dignified & Fulfilling Work
		SM 6.2: Youth experiences in accessing dignified & fulfilling work
<b>Programme Component /ToC Pillar 1: Skills to Grow</b>		
Intermediate Outcome (IO) 1	Rural young women use their entrepreneurship and vocational skills to start, grow and contribute to the agri-sector	SM 5.1: Number of employed youth (wage and self-employment)
Output 1.1	Private and public sectors designed and delivered accessible, market-relevant skill training	GHI 4: Number of institutions demonstrating more effective and equitable service delivery
		SM 1.3: Foundation-supported participants perceptions of relevance, quality and utility interventions.
Output 1.2	Young women are supported to access training	SM 1.1: Number of individuals accessing work-enabling services (all categories, particularly - entrepreneurship and vocational skills)
		SM 1.2: Percentage of individuals completing Foundation-supported training, skilling, or education interventions (a, b, c)
		GHI 1 (cross-sectoral): # of people, businesses, institutions reached by project interventions
<b>Programme Component /ToC Pillar 2: Empowering Young Women</b>		
Intermediate Outcome (IO) 2	Rural young women have agency, voice and support to make choices and use their skills	SM 7.2: Percentage and stories of young people expressing increased agency and voice.
		SM 8.2: Ways in which social and cultural norms have been supported by Foundation initiatives to enable inclusive youth participation in education, work and decision-making.
		GHI 7.1: Number of people who report increased ability to participate in and influence decisions at household level
		GHI 7.2: Number of people who report increased ability to participate in and influence decisions at community level
Output 2.1	Young women access new networks and role models	Custom I: Number of women participated and benefited from women networks
Output 2.2	Young women have the confidence to influence norms, HH investment, and division of labour	GHI 6: Number and percent of people who report an increase in self-confidence

Result Chain	Result Description	Metrics
Output 2.3	Young women access new networks via peers, mentors, and other role models.	Custom 2: Number of young women linked to a mentor, peer group, or role model
Output 2.4	Households and communities' leaders support young women's ambition in the agri-food sector	Custom 3: Number of households and community leaders engaged in gender-responsive dialogues or advocacy activities
<b>Programme Component /ToC Pillar 3: Facilitating finance</b>		
Intermediate Outcome (IO) 3	Rural young women have increased access to inclusive finance	GHI 5.1: Number of people that gained access to finance
		SM 8.3: Instances of new collaborations and investments catalysed by the Foundation and its partners to strengthen ecosystem practices and programs that accelerate and scale inclusive access to dignified and fulfilling work for youth.
		GHI 5.2: Number of businesses (MSE's) that gained access to finance
Output 3.1	Tailored financial products and services are accessible	SM 1.1: Number of individuals accessing work-enabling services (all categories, particularly - access to financial products and services)
		SM 1.3: Foundation-supported participants perceptions of relevance, quality and utility interventions.
		GHI 1 (cross-sectoral): # of people, businesses, institutions reached by project interventions
Output 3.2	Financial innovations are piloted and scaled	Custom 4: Number of tailored financial products piloted and scaled up
<b>Programme Component /ToC Pillar 4: Markets that work</b>		
Intermediate Outcome (IO) 4	Rural young women have improved access and contribution to agri-food markets	SM 4.2: % of enterprises showing growth through market expansion/diversification
		SM 4.1 % of enterprises showing growth through increased revenue.
Output 4.1	Young women access quality inputs and services for climate-resilient agribusiness	GHI 1. (agri-food): # of MSMEs contributing to sustainable production, trade and consumption of food
		SM 1.3: Foundation-supported participants perceptions of relevance, quality and utility interventions
		Custom 5: Number of young women accessing climate-resilient inputs and services
Output 4.2	Young women access information and technology for marketing	SM 1.1: Number of individuals accessing work-enabling service (all categories)
		Custom 6: Number of young women using information and technology for marketing
Output 4.3	Market actors are more engaged with young women agri-preneurs	SM: 4.3: Average number of work opportunities accessed by youth from Foundation-supported enterprises
		Custom 7: Number of market actors engaged with young women agri-preneurs
<b>Programme Component /ToC Pillar 5: An Enabled Environment</b>		
Intermediate Outcome (IO) 5	Public and Private agri-food ecosystem actors are GESI responsive	SM 8.1: Ways in which Foundation- supported contributions have influenced or advanced policy environments to improve inclusive youth access to dignified and fulfilling work.
		SM 8.3: Instances of new collaborations and investments catalysed by the Foundation and its partners to strengthen ecosystem practices and programs that accelerate and scale inclusive access to dignified and fulfilling work for youth.
		SM 9.1: Instances of partner institutional strengthening demonstrating stronger, more inclusive and sustainable systems
Output 5.1	Multistakeholder forums are coordinated	Custom 8: Number of multistakeholder forums convened

Result Chain	Result Description	Metrics
Output 5.2	Youth-led organizations are strengthened	Custom 9: Number of youth-led organizations supported/strengthened
Output 5.3	Evidence and knowledge are shared	Custom 10: Number of evidence products produced and shared

## Annex 2 – Evaluation Plan Summary

No	Evaluation Type	Purpose	Timing	Main Deliverables
1	<b>Baseline Study</b>	Establish baseline for YiW and shared measures, including registration, work-enabling outreach, intake, and enterprise profiles	Month 1–2	Baseline report, dataset, KPI baseline
2	<b>Measurement (Routine Tracking)</b>	Continuous tracking of YiW outcomes using integrated digital systems	Ongoing	Dashboards, youth self-assessments, storytelling
3	<b>Formative Evaluation</b>	Improve implementation, relevance, and adaptation	Quarterly (Year 1–2)	Formative notes, rapid assessment briefs
4	<b>Development Evaluation</b>	Understand innovation, adaptation, and pathways in complex contexts	Bi-annual / As needed	Development evaluation report, adaptive pathway analysis
5	<b>Implementation Review Workshops</b>	Validate progress, identify bottlenecks	Quarterly	Workshop report, action plan
6	<b>Outcome Survey</b>	Measure early outcomes	Year 2	Outcome report, case studies
7	<b>Midline Evaluation</b>	Assess progress and adaptation needs	Year 3	Midline report, recommendations
8	<b>Peer Review / Technical Validation</b>	Ensure credibility & inclusiveness	Baseline, Midline, Endline	Peer review memo, validation notes
9	<b>Endline Evaluation</b>	Assess long-term outcomes and impact	Year 5	Endline report, final dataset
10	<b>Tracer Study</b>	Track post-intervention sustainability	Annual	Tracer report, case studies
11	<b>Action Research / Case Studies</b>	Thematic evidence on inclusion and transitions	Bi-annual	Research report, case study compendium
12	<b>GESI Assessment</b>	Ensure equitable participation	Annual	GESI report, inclusion recommendations
13	<b>Learning Validation Workshops</b>	Sense-making & learning for adaptation	Bi-annual	Learning brief, action plan
14	<b>Data Systems and Technology Evaluation</b>	Assess efficiency, integration, and data quality of MEAL systems	Annual	System audit report, recommendations

### Annex 3 – Learning Framework Template

S. No	Learning Questions	Learning Activities	Learning Schedule																				Staff Responsible		Learning product(s) produced	Deadline for submission	Disseminated how?
			Year 1				Year 2				Year 3				Year 4				Year 5				Lead	Collaboration			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
<b>Outcome:</b>																											
Intermediate Outcome 1: Rural young women use their entrepreneurship and vocational skills to start grow and contribute to the agri-sector																											
Intermediate Outcome 2: Rural young women have agency, voice, and support to make choices and use their skills																											
Intermediate Outcome 3: Rural young women have increased access to inclusive finance																											
Intermediate outcome 4: Rural young women have improved access and contribution to agri-food markets by creating linkages with markets, and BDS services that are designed to increase their success in securing dignified and fulfilling work																											
Intermediate outcome 5: Public and private agri-food ecosystem actors are GESI responsive.																											

### Annex 4 – Lessons Learned Tracker

Date of information captured (M/Y)	Source of information (document, title)	Outcome area (from ToC)	Learning Topic (thematic)	Lesson Learned from Learning Framework	Specific issue(s) raised needing attention	Recommendation to resolve (if any)	Responsibility for addressing recommendation	Action(s) taken	Change effected as a result

### Annex 5 – Complaint and Feedback Reporting Log

No	Date FC Received	FC Channel (Entry Point)	Name of FC Provider	Sex	Age	Phone Number to Give Response to (if	Location / Address	Description of FC	Does FC want a response?	FC Category	Complaint/Feedback Referred to	Description of Resolution/Action	Staff responsible to resolution/action to FC	Date closed



		<ul style="list-style-type: none"> <li>• Apply transparent reporting and peer review/validation processes.</li> <li>• Avoid involvement of stakeholders in evaluation where conflicts may arise.</li> </ul>
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**Annex 7: Digital MEAL System Architecture and Analytics Framework**

This annex describes the **digital ecosystem that will support the Monitoring, Evaluation, Accountability and Learning (MEAL) system of the RAYEE II programme**. The architecture is designed to ensure:

- Reliable programme monitoring
- Integrated data management
- Real-time analytics and reporting
- Secure data governance
- Adaptive management and learning.

The digital system follows a **layered architecture**, consisting of:

1. Data Collection Layer
2. Data Management Layer
3. Data Integration Layer
4. Analytics and Visualization Layer
5. Learning and Decision-Making Layer

**1. Digital System Architecture Diagram**

**Conceptual Digital Architecture**

FIELD IMPLEMENTATION LEVEL

-----  
Mobile Data Collection Tools

- Youth registration
- Enterprise profiling
- Training tracking
- Financial access tracking
- Safeguarding reporting
- Partner reporting



DATA COLLECTION PLATFORM

-----  
Mobile applications / web forms  
Offline capability  
Real-time synchronization



CENTRAL DATA MANAGEMENT LAYER

-----  
Cloud Database / Data Warehouse

Core Databases:

- Youth Participant Database
- Enterprise Database
- Financial Access Database
- Training and Workforce Development Database
- Governance and Partner Database
- Safeguarding and Accountability Database
- Learning and Knowledge Database



DATA INTEGRATION LAYER

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APIs and Data Integration Services

Integration Platforms:

- LogAlto (Programme Results Management)
- Power BI (Analytics and Dashboards)
- External Partner Systems



ANALYTICS AND VISUALIZATION

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Power BI Dashboards

- Programme performance dashboards
- Enterprise development dashboards
- Youth employment outcomes dashboards
- Gender and inclusion dashboards
- Financial ecosystem dashboards



LEARNING AND DECISION-MAKING

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Programme Management  
Government Stakeholders  
Implementing Partners  
Mastercard Foundation

## 2. MEAL Ecosystem Diagram

The RAYEE II MEAL ecosystem integrates **monitoring, evaluation, accountability, and learning processes**.

### MEAL Ecosystem Structure

#### PROGRAMME IMPACT

Sustainable Youth Employment and Enterprise Growth  
(YiW Outcomes)

↑  
Evaluation Processes

- 
- Baseline Study
  - Outcome Survey
  - Midline Evaluation
  - Endline Evaluation
  - Tracer Studies
  - GESI Assessments

↑  
Monitoring System

- 
- Activity tracking
  - Participant monitoring
  - Enterprise performance tracking
  - Financial access monitoring
  - Governance tracking
  - SBCC monitoring

↑  
Data Collection Systems

- 
- Digital trackers
  - Surveys
  - Partner reporting
  - Youth feedback mechanisms

↑  
Accountability and Feedback

- 
- Complaint and feedback systems
  - Safeguarding reporting
  - Community engagement

- Youth feedback channels

↑  
Learning

- 
- Lessons learned tracker
  - Learning agenda
  - After-action reviews
  - Reflection workshops

This ecosystem ensures that **programme data continuously informs learning and programme adaptation**.

## 3. Data Flow Architecture

The data flow architecture describes how information moves across the system.

### Data Flow Structure

#### STEP 1: DATA COLLECTION

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Field enumerators  
Programme staff  
Partners  
Enterprises  
Youth participants

Data collected through:

- mobile devices (biometric, facial, OTP based)
- tablets
- web interfaces

↓  
STEP 2: DATA VALIDATION

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Automated validation rules  
Duplicate detection  
Verification workflows  
Approval mechanisms

↓  
STEP 3: DATA STORAGE

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Central Cloud Database  
Structured datasets:

- youth data
- enterprise data
- financial access data
- training records
- governance data
- safeguarding reports

↓  
STEP 4: DATA PROCESSING

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Data cleaning  
Data aggregation  
Indicator calculation  
Shared Measures alignment



#### 4. System Modules Map

The MIS will be structured into **functional modules** that correspond to the programme’s operational components.

##### Core System Modules

Module	Function
Youth Registration Module	Participant registration and profiling
Outreach and Mobilisation Module	Work-enabling outreach tracking
Enterprise Development Module	Enterprise profiling and performance monitoring
Workforce Development Module	Training participation and skills tracking
Financial Access Module	Match fund, loans, and financial services tracking
Governance and Partnership Module	Institutional partnerships and governance tracking
SBCC Monitoring Module	Behaviour changes communication monitoring
Safeguarding and Accountability Module	Complaints, feedback, and safeguarding reports
Research and Evaluation Module	Surveys, baseline, tracer studies
Learning and Knowledge Module	Lessons learned and documentation
Reporting and Dashboard Module	Data visualization and reporting

Each module should be **interoperable within the central database architecture**.

#### 5. Dashboard Architecture

The dashboard system will provide **role-based access to analytics and reporting tools**.

##### Dashboard Levels

#### STEP 5: DATA ANALYTICS

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Power BI dashboards  
Trend analysis  
Indicator tracking  
Geographic mapping



#### STEP 6: DECISION MAKING

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Programme management  
Cluster teams  
Government partners  
Donor reporting

Dashboard Type	Primary Users	Key Functions
Programme Executive Dashboard	Senior management	High-level programme performance
Operational Dashboard	Programme managers	Activity monitoring
Enterprise Performance Dashboard	Enterprise teams	Business performance tracking
Youth Employment Dashboard	MEAL team	Youth-in-Work outcomes
Gender and Inclusion Dashboard	GESI team	Inclusion monitoring
Financial Ecosystem Dashboard	Finance teams	Access to finance monitoring
Governance Dashboard	Government stakeholders	Institutional performance
Safeguarding Dashboard	Safeguarding officers	Complaint and feedback monitoring

### Dashboard Features

The dashboards should include:

- real-time indicator tracking
- geographic data visualization
- gender-disaggregated reporting
- trend analysis
- customizable reporting filters.

The dashboards should support **exportable reports for donor reporting**.