



Terms of Reference (TOR)

Digitising the IUCN Urban Nature Indices

IUCN Urban Alliance

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1. BACKGROUND

The International Union for Conservation of Nature (IUCN) is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

The [IUCN Urban Alliance](#) is a broad coalition of IUCN constituents concerned with urban dimensions of nature conservation. Established at the behest of IUCN Members and with the support of the [Arcadia Fund](#), the Alliance envisages "a world in which nature thrives in cities, delivering solutions to multiple environmental, economic and social challenges."

The IUCN Urban Nature Indices (UNI) framework has been developed by the IUCN Urban Alliance with the support of IUCN experts, consultants and cities. It comprises a suite of indicators nested in 30 topics across 5 themes. Together they offer a comprehensive means by which cities can evaluate their impacts on nature, set science-based targets for improvement and monitor progress. By shining a spotlight on the ecological performance of cities, the UNI can enhance environmental transparency and accountability, facilitate goal-setting and spur conservation action.

The UNI is currently available as a [PDF document](#) (Attachment 4). It is intended that the digital platform will be completed by the end of December 2022.

By digitising the UNI, IUCN aims to increase the visibility of the tool, guide users to efficiently implement it, expedite its global adoption, and showcase the results of participating cities.

2. TASK

IUCN seeks a consultancy company with relevant expertise to design, construct, host and maintain for a period of one year, a comprehensive, user-friendly and visible web platform for the UNI, consistent with IUCN's visual identity.

3. SUPERVISION AND COLLABORATION

The consultancy company will work under the supervision of the Head of Urban Alliance and with the advice of key IUCN staff members.

4. OBJECTIVES

The objectives of the UNI platform are to:

- i) Promote the tool in a clear, elegant and attractive format aligned with IUCN's visual identity;
- ii) Explain the rationale, methodological and historical development process for the tool, crediting key partners;
- iii) Present and describe the UNI indicators including calculation methodologies, suggested data sources, and examples of best practices (e.g., hyperlinked thumbnails to relevant [PANORAMA Solutions](#));
- iv) Solicit users' feedback via suggestion boxes under each indicator (e.g., using [Disqus](#) or equivalent);
- v) Receive, review and process the UNI results (indicator data and targets) submitted via a web form by local government users; and
- vi) Publish and display the UNI results in a compelling format (e.g., using maps and radar charts).

5. TARGET AUDIENCE

- i) **Local government biodiversity officers** are the primary intended users of the platform. They are expected to input data on their cities' ecological performance and related targets. They will require guidance on how to implement, calculate and upload the indicator results and targets. Uploading of results will occur via a secure log-in. They will also require a list of actions that can be taken to improve ecological performance (e.g. hyperlinked thumbnails for relevant PANORAMA Solutions).
- ii) **Persons interested in the results of participating cities** are secondary users. This audience is diverse, including urban planners, practitioners, researchers, conservationists, donors and citizens. They are expected to visit the platform to view and compare the indicator results, targets, and trends of participating cities. They will require simple overviews of a given city's ecological performance. They will not require log-in rights. However, they should be permitted to submit recommendations for indicator improvements via the public suggestion boxes.

6. SCOPE OF WORK

The consultancy company will be required to create (design, develop, test, implement, host and maintain) a web platform including the following phases:

- Information Architecture design, including user experience;
- Design of website and underlying Content Management System (CMS) aligned with IUCN's visual identity;
- Development, testing and deployment ('launch'); and
- Post-launch support, hosting, maintenance, minor updates, and security management.

Bidders need to include information on how they will approach the end-to-end process. Additionally, their proposals should include recommendations and a solid rationale for:

- Technical architecture (including CMS tool provider and all components/tools used);
- Hosting solution (including security solution(s)); and
- Any third-party service required by the hosting solution.

7. INFORMATION ARCHITECTURE AND DESIGN

The website Information Architecture and design need to consider the target audience and website objectives. The UNI should be presented to prospective and returning users as a straightforward, accessible and intuitive tool. While the aesthetics of the site are an essential component, a clear Information Architecture with a streamlined user experience is the priority.

The design of the website should align with the visual identity of IUCN. These design resources and guidelines will be provided to the successful bidder at the beginning of the project.

Bidders should include information on how they would approach the Information Architecture development process and what would be required from IUCN to help facilitate the process.

8. WEBSITE REQUIREMENTS

The digital platform should comprise the following features and functionality:

Intuitive navigation and user experience: User flows of the two main target audiences should be incorporated into the design in an accessible straightforward manner.

A cost-effective and scalable CMS: The CMS needs to be easy to use for IUCN staff assigned as CMS Managers, and inexpensive to maintain. Staff should be able to edit and upload content easily, including modification of indicators. Bidders should provide estimated costs for yearly maintenance and the potential need for updates of the proposed platform post-launch.

An internal review and approval process: CMS Managers (IUCN staff) should be able to review and approve the indicator targets and results submitted by local government users, before they are published on the website.

No	Requirement	Description
<i>The website must comprise the following technical components:</i>		
R01	Quick site loading time	A load speed of less than 2 seconds, preferably.
R02	Strong IUCN Urban Alliance branding	The website should be interactive, appealing, highly user-friendly, and incorporate responsive web design consistent with IUCN's visual identity (see https://www.iucn.org/ as well as the IUCN style guidelines).
R03	Compatible with a variety of browsers, connection speed ranges and devices.	The website should be able to render appropriately on various browsers, optimised for tablets and smartphones, and remote places (low connection).
R04	Integration with social networks	Functionality that allows users to share content via social media (Twitter, Facebook, etc.)
R05	Site statistics, google analytics and google search console.	A feature should provide site statistics and reports to authorised users, e.g. concerning user registration, site usage, key interests/topics being discussed within the collaborative spaces and other relevant statistical data. Google Analytics could be used to track website traffic and Google Search Console to monitor search performance.
R06	The main sections of the website should be available in English, French and Spanish	Showcasing the platform in three IUCN languages, English, French and Spanish. IUCN can provide language translations.
R07	Ability to accommodate new and additional sections of website at a later stage.	It is envisaged that the UNI may evolve over time. This means that the website should be built to promote learning from user experiences and enable the possibility to upgrade sections of the website based on suggestions and feedback.
R08	Cookie consent notification	The website needs a cookie consent notification to ensure the informed consent of users for data collection.
<i>The website must comprise the following features:</i>		
R09	Acknowledgement of contributing partners	Partners including cities that contributed to the development of the UNI should be acknowledged on the website. The logo of one of principal donor, Arcadia, should appear.
R10	Background section providing information about the UNI	The website should include a section that provides users with information about the development process, methodology, and rationale for using the UNI.

R11	Presentation of indicators and associated information	The indicators should be clearly presented with their source references, calculation methodologies, suggested data sources.
R12	Presentation of best practice examples.	Under each indicator, 1-3 relevant examples of best practices for improving performance on the indicator in question, should be included. These can be drawn from the PANORAMA Solutions portal. For each case study, a hyperlinked thumbnail image with a brief description (title and short summary) will suffice.
R13	Suggestions box linked to each indicator for users to provide feedback	The UNI indicators will be subject to improvement on the basis of feedback received from users. Therefore, there is a need for a public suggestion box under each indicator (e.g. using Disqus or equivalent). For the CMS, it is important that IUCN moderators can easily access and explore the suggestions linked to each individual indicator.
R14	Linking of indicators to IUCN Programme Nature 2030, SDGs, post-2020 global biodiversity targets	The relevant international goals and targets to which the UNI indicator contributes should be specified alongside the indicator in question. These include Sustainable Development Goals, post-2020 global biodiversity targets; and IUCN Programme Nature 2030. IUCN will provide this information.
R15	Verification system for log-in feature dashboard	To accommodate the primary entry of cities, log-in and accessibility to this page should be checked by one of the IUCN moderators for verification of the user. This should be incorporated in CMS. The use of the dashboard is limited to the first user group as described in the Target Audience session, see paragraph 5.
R16	Onboarding page (only at primary entry)	After verification by a CMS manager, local government users should enter an onboarding page in which the functionality of the dashboard is explained, and the institutional capacity level of the city is determined through a set of questions. More information on the capacity level is provided in the UNI pdf .
R17	Dashboard for cities to input, view and update their data (after verification and onboarding) and scores.	After onboarding, the user (local government) is able to enter their 'personal' dashboard in which they can fill in, view and update their data per indicator and associated score. Participating cities are asked to implement the UNI every three years

R18	Interface that presents the results of participating cities (interactive map, radar charts) in an automated manner	In the dashboard, local government officials will input their data per indicator, generating a set of results per city per assessment year. This data should be presented in an interactive map listing all the cities that have begun implementing the UNI. After navigating to a city, graphs such as radar charts should showcase their individual results. The transformation from data to map/radar chart should be automated. The results of a given city should be readily downloadable as a PDF.
R19	Functionality for visitors to submit inquiries	The website should include a function for users to submit questions, remarks and suggestions. To do so, the users should be asked to fill in their names and email address. The CMS should allow IUCN moderators to see and respond to the inquiries.
R20	Frequently asked questions	A frequently asked questions section of the website will help to improve the user's experience of the website, allows IUCN moderators to answer questions most commonly asked and reduce the amount of direct contact and questions. In the CMS, there is a need for a frequently asked questions page that can be edited by assigned IUCN staff.
R21	Search engine to locate content based on keywords	To guide users through the website and allow them to easily find specific information, it is important to include a search functionality.
<i>The CMS must:</i>		
R22	Have different types of back-end users	The CMS must allow for different IUCN CMS manager roles with different permissions, for example, <i>administrators</i> (who have access to everything/all permissions), and <i>content editors</i> (who can add/edit content and submit for review and publishing by the administrator).
R23	Allow certain CMS managers to manage CMS users	Some CMS managers (e.g. <i>administrators</i>) should be able to add, edit and delete other CMS managers.

R24	Allow content, menus and taxonomies to be editable by CMS managers	The CMS should allow all content, menus and taxonomies (e.g. tags) to be editable by CMS managers, without the need for content to be uploaded or edited by the contractor. This will help ensure that managing the platform in the long term is sustainable for IUCN. The CMS will also need to feature version information for pages (i.e. which user edited which page and when). A CMS user manual should clearly indicate to CMS managers how to update different sections of the website.
R25	Easy and user-friendly functionality to edit and update the website that minimises maintenance costs.	Both the website and CMS should be functional for authorised project staff or appointed personnel to edit and update the website including the ability to create, remove, edit and publish content. It is crucial that the built functionalities are robust and sustainable with minimal ongoing maintenance costs.
R26	Allow new or edited content to be previewed before being published	Edited content, or new content must have the option to be previewed by CMS managers before being published.
R27	Feature different types of page templates that can be edited by CMS managers	The contractor and IUCN will agree on a specific set of webpage templates during the information architecture and design phases of the project. All agreed webpage templates need to be accessible to and editable by CMS managers.
R28	Have a user-friendly search functionality for content	CMS managers will need to be able to search through webpages to edit them. A simple search/filtering functionality will need to be integrated for all webpage content in the CMS.

9. ACCESSIBILITY

The website should adhere to the latest Web Content Accessibility Guidelines (WCAG) standards (2.1).

10. BROWSERS AND DEVICE SUPPORT

The website design needs to be fully adaptable across mobile, tablet and desktop – we welcome recommendations on whether a responsive design or adaptive web design is the best option.

The website should function in the latest versions of Chrome, Safari, Firefox, and Microsoft Edge.

11. SECURITY AND LEGAL

Maximum level of security, preventing breaches such as spam, viruses, phishing, DOS and DDOS attacks, site hijacking, unapproved posting and content, FTP access and personal information, content or database thefts. IUCN reserves the right to mandate a third-party company to pen-test the delivered site after go-live and at regular intervals subsequently. After go-live, any resulting fixes will need to be implemented by the consultancy company.

The website must be SSL protected. The proposal should include a non-binding proposal for purchase and ongoing management of the SSL certificate.

Finally, the website must be compliant with GDPR and there must be a fully GDPR-compliant Cookie Consent module included on the site along with functionality for public feedback and local government users to agree to IUCN's privacy policy (including a date stamp record of their approval).

The consultancy company must also provide IUCN with details of all cookies applied to the site, to be used in the Privacy Policy (this does not need to be included in the proposal), as well as describe all personal data collected throughout the site and the reasons for the collection.

12. SEARCH ENGINE OPTIMISATION

The development of the website must involve Search Engine Optimisation (SEO), and post-launch ongoing SEO monitoring and optimisation. The priority with SEO under this project is to optimise content for search engines. Post-launch, the priorities should be basic monitoring of these aspects and small optimisations where this is possible and feasible within the framework of regular support and maintenance services. We are not looking for a dedicated SEO strategy or advanced SEO monitoring or optimisation post-launch.

13. HOSTING

Bidders should include details on the hosting solutions required by their proposal, as well as a non-binding hosting proposal.

14. TRAINING

The proposal should include a training session for the IUCN CMS Managers, including the provision of a concise CMS user manual.

15. ONGOING SUPPORT AND MAINTENANCE

After its launch, the website will need:

- Minor modifications and improvements that will not significantly modify the core structure of the website;
- Standard maintenance, backup and updates to the server and the CMS environment;
- Security maintenance of all components/tools required by the website; and
- Ongoing maintenance and SEO monitoring and optimisation.

We are looking for a consultancy company that can help our team navigate technological decisions by clearly explaining the risks, benefits and potential alternatives for meeting certain objectives. The consultancy company should also be proactive in their maintenance of the website, offering advice and solutions to IUCN on an ongoing basis.

The expectation is for the contractor to respond with a solution within 6 hours to any issue regarding security and 48 hours to any client request involving modifications. There must be an issue management system in place that allows IUCN to track progress on issues and hours spent by the contractor.

The maintenance services to be provided by the contractor for the website following launch will cover the period to 7 December 2023, with a view to being renewed annually thereafter by mutual agreement.

Further significant developments needed to the website that are not in the scope of this RfP or the support and maintenance services and that require additional effort from the consultancy company will be mutually agreed and acknowledged accordingly in future separate contracts.

16. REQUIREMENTS OF THE CONSULTANCY COMPANY

The consultancy company should meet the following requirements:

- Flexibility to handle upgrades/modifications' requests in brief time;
- One-year maintenance and hotline support;
- Potential for website hosting and management transfer;
- User friendly CMS and administration;
- Provision of website/CMS training;
- Proven experience of innovative and creative web design (experience of working on international conservation and development projects is highly desirable);
- Strong experience using common and widely used open source platforms;
- Understanding of end users' needs to match with adequate technical solutions;
- Strong track record in website design, security and administration, Google analytics and SEO; and
- Value for money.

A detailed explanation of how proposals will be evaluated is provided under Section 5 of the RfP to which these TOR are appended.

17. PROPOSED TIMELINE

The digital platform should be ready for launch at the IUCN Leaders' Forum in Jeju, South Korea, on 13 October 2022. The timeline appears as follows:

- 28 June 2022: Deadline for proposals
- 10 August 2022: Date of contract award
- 19 August 2022: Expected contract start date
- 30 November 2022: Website activated
- 7 December 2022: Official launch
- 7 December 2023: End of contract

A more detailed procurement timeline is outlined in Section 3 of the RfP to which these TOR are appended.

18. PROPOSALS

See Section 4 of the RfP to which these TOR are appended.

19. EVALUATION

See Section 5 of the RfP to which these TOR are appended.