



## REQUEST FOR PROPOSAL Provision of Monitoring and Evaluation Services for the WeBelong Africa Programme Terms of Reference



### 1. Project Description

The United Nations Development Programme (UNDP) works in 170 countries and territories to eradicate poverty while protecting the planet. UNDP's programmes support countries around the world in their efforts to achieve the Sustainable Development Goals (SDGs), with a strong emphasis on leaving no one behind in human rights and development.

UNDP began explicitly working on issues related to sexual and gender minorities in 2007, initially as part of the global response to HIV, and UNDP's responsibilities to provide leadership on key population, law, and human rights issues as a co-sponsor of UNAIDS. Since that time, while continuing to work on HIV-related issues among LGBTI+ people, UNDP has also increased its attention to a broader range of LGBTI+ rights and inclusion issues in multiple global and regional programmes and in almost 100 countries.

### 2. UNDP's WeBelong Africa Programme.

UNDP's WeBelong Africa Programme (WBA) integrates two projects, namely the "Inclusive Governance Initiative" (IGI) and the "Southern Africa Young Key Population Initiative" (YKP). WBA is designed to support state entities in sub-Saharan Africa to become increasingly accountable and responsive to, and inclusive of, LGBTI people and young key populations, which in turn will contribute to better laws, more responsive public sector services, and social norms that affirm these populations' perspectives, needs and rights.

WBA is intended to contribute to the following outcomes:

- Strengthened commitment and capacity of African decision makers to be responsive and accountable to, and inclusive of, sexual and gender minorities and young key populations; to understand and support their rights and perspectives; and to promote equitable SRHR and HIV outcomes.
- Strengthened capacity of LGBTI and YKP activists and allies from other SDG-focused social movements (gender equality, poverty alleviation, health for all, etc.) to sensitize and influence relevant decision-makers and to hold authorities to account.
- Increased inclusion, participation, representation, and influence of diverse African LGBTI populations and young key populations, and their allies, in relevant laws, policy, strategies, and decision-making.
- Relevant national-level plans, strategies and guidelines related to HIV and SRHR that increasingly reflect countries' international human rights and public health commitments.
- Increased use of African ideas, evidence and innovations that support LGBTI and YKP inclusive governance and related work.
- Sustained and increased international donor funding for LGBTI and key population regional work in Africa.



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WeBelong Africa's focus on inclusive governance seeks to directly contribute to a vision of improving the capacity of states to understand and deliver on their obligations as human rights "duty bearers". This emphasis on inclusive governance addresses a critical gap in current actions to advance LGBTI and young key populations' rights and inclusion in Africa, as well as resonating strongly with UNDP's mandate, Strategic Plan, and strengths. Key elements of WeBelong Africa are:

- That state entities need to be able to fulfil their obligations, which requires relevant institutions (judiciary, parliaments, national human rights institutions, traditional authorities, etc.) to be responsive, transparent, and accountable to all their citizens, including in the case of this initiative to sexual and gender minorities.
- That citizens – including LGBTI and young key populations – need to be aware of their rights and commitments made to them, to be able to make their voice heard, and to hold authorities to account.
- That there need to be spaces and processes for citizens and state entities to interact, negotiate, listen, and learn with a view to improving outcomes.

This consultancy is intended to provide **monitoring and evaluation technical support and implementation assistance to UNDP staff responsible for implementing the WBA programme, from late 2021 to 30 July 2024**. WBA works at a regional level as well as at country-level. The consultancy will therefore need to design and support an M&E system which can be implemented and used both at country level by UNDP country offices and at regional level by the UNDP regional WBA team, while tracking and reporting on the combination of country and regional level results.

### 3. Objective

The objective of the consultancy is to secure long-term technical advisory services and support for the establishment and management of an integrated M&E system for WBA programme. Additionally, it will ensure high level coordination and management of data at both national and regional level and assist the WBA's implementation team to adequately monitor and evaluate progress against the set objectives, outputs, and M&E results framework of the two projects. The technical support will ensure that project data is collected periodically, analysed, verified, and disseminated appropriately. It will also ensure that data is being used on a timely basis to inform the project, its beneficiaries, and wider stakeholders.

The technical support includes the development of a project M&E Plan and Standard Operating Procedures; defining appropriate data collection methods; and developing or amending tools for collating or housing data and reporting of project results. The support will establish processes that include routine monitoring, periodic evaluation, and data verification of the



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project. Finally, the technical support will provide advice to the implementation team on the analysis of data generated by the project, its use towards project improvement, and defining ways in which data is to be disseminated to project stakeholders and beneficiaries. The technical support services will be required for the duration of the project over a period of just under three years, beginning 1st November 2021 until 30 July 2024.

#### 4. Scope of Assignment

UNDP anticipates that the consulting firm will provide relatively intensive start-up support in the four months of the contract; provide periodic ongoing support to data gathering, analysis, and use; and conduct a mid-term review of project progress related to the Inclusive Governance Initiative's work in six countries and at regional level. Specific anticipated deliverables are described below.

#### Specific deliverables during the inception phase include:

- i. Designing of an appropriate M&E system** that will effectively, accurately, and efficiently collect, synthesize, and analyse the required data to report on project indicators in the WBA Results Framework; define M&E coordination functions and roles; plan for data flow and data management; and facilitate the results-based management of the WBA programme. **Timing: Due 31 December 2021**
- ii. Development of an M&E workplan for the WBA programme** which should include, at a minimum, M&E activities, milestones, and target dates for: routine data collection processes; reviews, evaluations, and surveys; M&E capacity building of key UNDP staff at regional and country levels; production, dissemination, and use of periodic results reports. **Timing: Due 31 December 2021**
- iii. Development of other relevant M&E reference tools and documents** required to implement the M&E workplan, which will include (but not be limited to) indicator definitions and measurement; indicator reference sheets; impact/outcome measurement tables; Standard Operating Procedures related to data collection and quality assurance; data collection tools; data quality assurance mechanisms; and relevant collection tools. **Timing: Due 30 January 2022**
- iv. Development of simple data systems for data collection, storage, and management as part of a routine project monitoring system.** It is anticipated that these systems will build upon existing systems that are currently in use by the project and may also involve the construction of new systems as necessary. The systems to be designed should be as simple as possible to perform the minimum



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required services (data collection, storage, and management) and will avoid overly complex, resource-intensive software or systems. It is expected that these systems will use software already used by UNDP (particularly, Microsoft Office suite, including Excel and/or Access) and/or will potentially explore the use of open-source software or systems to minimize costs. **Timing: Due 28 January 2022**

- v. **Development of a user manual** for the systems and to provide initial training and on-going support to project staff in the use of the systems to collect, store, and manage project data. **Timing: Due 28 February 2022**

**Ongoing deliverables include:**

- vi. **Conduct annual exercises that will provide the required data to report on the project indicators in the Results Framework on a timely basis and for the duration of the project.** The IGI and YKP Results Framework will guide the design, timing, and content of these research exercises, with data to be collected from eight different countries (a mixture of Francophone, Anglophone and Lusophone) as well as from respondents working at sub-regional and regional levels. Research methods may include desk reviews of data and documentation; online surveys; key informant interviews and focus group discussions, Outcomes Harvesting or other applicable qualitative research approaches, among other methods. Research outputs will be determined at the time of the research activity design, including how the findings and recommendations will be used to fulfil Results Framework and other reporting requirements; to improve project performance; and how outputs will be disseminated to project implementers, stakeholders, and beneficiaries. It is anticipated that the first of these exercises will take place between January and March 2022, reviewing project performance in 2021. Subsequent exercises (reviewing 2022 and 2023) may start late in each calendar year and bridge into the first quarter of the following year. **Timing: Round one by March 2022, round two by February 2023, round three by February 2024.**
- vii. **On-going Technical advisory services and support to the WBA project team** to ensure the timely, accurate, efficient, and effective collection, management and use of project data with the overall aim of monitoring and evaluating project performance against its targets, objectives, and goals. With the exception of annual research exercises described above, it is expected that the UNDP project teams at regional and country levels will conduct a majority of routine data collection, management and use, with the technical support and guidance of the consulting firm. Specific examples of technical support to be provided by the firm to UNDP include:



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- Support to the project team in the collection of routine and periodic project data, including as necessary support in the entering of data into data management systems.
- Support to the project team in data verification and data quality assurance.
- Support to the project team in preparing routine reports, outputs, presentations, and ad-hoc reports.
- Support to the project team in coordination, data generation, analysing project data and applying this analysis against the WBA programme targets, objectives, and goals

***Timing: ongoing, until 30 July 2024.***

**Deliverables related to the mid-term review of the Internal Governance Initiative:**

- viii. Design and conduct an internal Mid-Term Review (MTR) of the IGI project** that will effectively review the set-up and implementation of the IGI project from the start of the project period up to the midway point (December 2022). The internal MTR will be a process-oriented review which should consider project implementation, an exploration of what is working, what isn't working and why; and will determine rapid action necessary to support the project to course-correct as needed in order to achieve its goals and objectives for the remainder of the project period. It is anticipated that the MTR will utilise mixed methods that include quantitative data (results to date against the project targets from the results framework; project data and documents; surveys of project stakeholders) as well as qualitative data (interviews and group discussions among stakeholder key informants and project beneficiaries). Findings and recommendations should be validated with the Project implementation team, the donor and other stakeholders as identified. Recommendations should be forward-looking and aim to re-calibrate the project as necessary to stay on track of achieving its goals and objectives for the remainder of the project period; recommendations are to be based on sound evidence arising from the review. ***Timing: December 2022 – February 2023.***

The firm shall submit to UNDP the deliverables specified hereunder according to the following schedule:



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Activities and Deliverables	Timeline			
	Y2: 2021	Y3: 2022	Y4: 2023	Y5: 2024
<p><b>A. M&amp;E project set-up</b> to establish the project's M&amp;E system of relevant documents, tools, data housing systems, data collection and verification processes.</p> <ul style="list-style-type: none"> <li>i. Designing an appropriate M&amp;E system</li> <li>ii. Developing an M&amp;E Plan</li> <li>iii. Developing other relevant M&amp;E reference tools and documents</li> <li>iv. Development of a user manual</li> </ul>	December 2021	February 2022	n/a	n/a
<p><b>B. Annual outcomes harvesting research - Conduct annual exercises</b> that will provide the required quantitative or qualitative data to report on the project indicators in the Results Framework. Deliverables and timing to be determined for each annual exercise.</p>	n/a	March 2022	February 2023	February 2024
<p><b>C. On-going technical advisory services and support to the WBA project team to ensure the timely, accurate, efficient, and effective collection, management and use of project data</b></p> <ul style="list-style-type: none"> <li>i. Oversight function on reporting against the project results framework.</li> <li>ii. Collection of routine and periodic project data, including entering of data into data management systems.</li> <li>iii. Data verification and data quality assurance.</li> <li>iv. Preparing routine reports, outputs, presentations, and ad-hoc reports.</li> <li>v. Analysing project data and applying this analysis against project targets, objectives, and goals.</li> </ul>		Jan-Dec 2022	Jan-Dec 2023	Jan-July 2024
<p><b>D. Conduct an internal Mid-Term Review (MTR) of the IGI project</b> that will effectively review the set-up and implementation of the IGI project from</p>				



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Activities and Deliverables	Timeline			
	Y2: 2021	Y3: 2022	Y4: 2023	Y5: 2024
the start of the project period up to the midway point, approximately December 2022. i. MTR Inception Report (with draft tools and evaluation framework) ii. Draft MTR report iii. Validation Session iv. Final MTR Report	n/a	December 2022	February 2023	n/a
<b>Anticipated consulting days per year:</b>	25 days	80 days	80 days	60 days

**Summary of Deliverables:**

Inception phase	Timeline
Development of an M&E Plan and M&E system (team leader)	25 days
Development of Standard Operating Procedures, related to data collection, storage, and quality assurance, user manuals, guides, data collection tools (team leader)	10 Days
<b>Mid Term Review</b>	
Inclusive Governance initiative focused MTR (15 days team leader, 15 days junior expert)	30 days
<b>Ongoing support 2022 -2024</b>	
Annual outcomes harvesting research (36 days /per year 2022 - 2024) - Junior experts	108 days
Annual preparation of synthesis report from outcome harvesting and analysis of monitoring data, and related TA (15 days /year 2022 - 2024) (Team leader)	45 days
Provide on-going M&E technical advisory services and support (20 days team leader: 7 days junior experts)	27 days
<b>TOTAL</b>	<b>245 Days</b>



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## 5. Key Performance Indicators (KPI)

The above deliverables must be performed following high professional standards, ensuring adherence to internationally accepted Monitoring and Evaluation standards of practice and guidelines, that directly contributes to the achievement of a comprehensive M&E system for the WBA programme.

Exact number, locations, and frequency of delivering specific services will be determined based on annual work plan as well as any arising needs of the project. These will be jointly agreed with the Project team and the Service Provider in advance.

Performance Attribute	Standard level
Designing and implementation of a Monitoring and Evaluation plan and system tailored to the WBA programme that satisfies internationally accepted norms, standards, and guidelines.	Internationally accepted M&E norms, standards and guidelines as posited by relevant entities to include (but not limited to) the World Health Organization, UN Agencies, Measure Evaluation, the Global Fund, the OECD, PEPFAR, USAID, CDC, and other established M&E-related entities from international, regional, or bilateral levels.
Indicators from the Results Framework are reported using tools and processes that follow internationally accepted norms, standards, and guidelines.	Indicators are reported using tools and processes that follow internationally accepted norms, standards, and guidelines.
Ability to proactively implement the Terms of Reference, and to propose the most appropriate and cost-effective approaches to ensure all tasks are delivered in an efficient and timely manner.	All tasks are completed according to the agreed timeline, with the most appropriate and cost-effective approaches employed, to implement the required M&E activities.

## 6. Institutional Arrangement

- The firm will regularly evaluate progress in meeting the specific deliverables through monthly discussions with the Senior Advisor, LGBTI Inclusion, Africa HIV, Health and Development Team.
- The UNDP WBA Team will be available to transfer specific knowledge and provide specific support on the programme which can be useful for the service provider.
- Quarterly activity plans and reports will be submitted by the firm in line with the *Scope of Work, Deliverables and Schedules* unless otherwise requested by designated representatives within the project team.





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## 7. Duration of the Work

The duration of the assignment is 245 days delivered over 33 months, commencing 1 November 2021 to 30 July 2024. **Depending on satisfactory performance and delivery of services and availability of funds, the contract may be extended after 30 July 2024, for the duration of the YKP project.**

## 9. Travel

Most elements of the assignment can be carried out remotely from the selected service provider's location/base. However, the service provider should plan and budget for five in-person meetings between the team leader and the UNDP WBA team, of four days each, at the WBA programme office in Pretoria or at other agreed locations in Gauteng, South Africa:

United Nations Development Programme (UNDP)  
 UN House Level 10, Metro Park Building  
 351 Francis Baard Street  
 Pretoria, South Africa  
 0001

Additional travel beyond to/from the WBA programme located in Gauteng, South Africa is not anticipated under this consultancy. However, if UNDP and the service provider agree to duty travel over the course of this consultancy that is not currently anticipated, UNDP will directly provide Economy class air tickets (most direct and economical route) and will pay as per standard UNDP rates for visa fees, daily subsistence allowance, terminal allowance, in accordance with UNDP travel policy.

## 10. Professional qualifications of the successful contractor and its key personnel

To ensure delivery of high-quality services, the successful firm is expected to assemble a team of qualified consultants, including a team leader and one or more junior consultants. As per the summary of deliverables outlined in section 4 above, UNDP expects the team leader to invest approximately 115 days of effort over the 33-month period of the contract. The junior expert(s) are expected to invest approximately 130 days of effort over the 33-month period of the contract.

### Team Leader Position - Required Competencies

- At least 15 years of relevant experience and specialization providing monitoring and evaluation technical advice and support; designing and developing M&E systems including data collection tools and systems, and the production of quality M&E products.



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- Experience in M&E of health, development, human rights, LGBTI rights, marginalized populations, HIV / key populations, health systems strengthening, health technologies, emerging diseases, and health challenges, or in a related area.
- Experience of designing, implementing and quality assuring quantitative/qualitative monitoring and evaluation activities in a developing country context including living and working in low- and middle-income countries
- Broad experience in both routine monitoring and periodic evaluations; data quality assurance; the development of information products; and the use of data to improve programme or project performance.
- Experience in using and applying results-based management concepts in the development of M&E frameworks and data analysis including result-based management evaluation methodologies.
- Understanding of statistical analysis, including designing, sampling, strategies, and proficiency in statistical packages or other analytical tools.
- Previous experience working with or consulting for UN agencies, international organizations/foundations, governments, NGOs, and other stakeholders.
- Specialized knowledge and experience from similar engagements involving the provision of routine monitoring and periodic evaluation services for regional or multi-country projects.
- Experience applying SMART indicators and reconstructing or validating baseline scenarios.
- Experience in supervising and managing staff or junior consultants.
- Master's degree in international affairs, social sciences, development, public health, or relevant area.
- Fluency and excellent communication skills (both written and verbal) in the English language.

### **Junior Experts**

Junior experts are expected to lead annual data gathering exercises, working in English, French, and Portuguese, in addition to supporting the Team Leader in other tasks. The firm may propose a single junior expert who is capable of working all three languages, or two junior experts who together can work in all three languages. Expected qualifications include:

- At least 3-5 years of experience providing monitoring and/or evaluation technical support to projects, to include qualitative and quantitative data collection, data cleaning and verification, analysis, and development of information products.
- Experience of designing, implementing and quality assuring quantitative/qualitative monitoring and evaluation activities in a developing country context.
- At least 3-5 years of experience developing data collection systems in Microsoft Office suite of software or other relevant software.
- Experience working on projects of a regional nature in low- and middle-income countries.



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- Bachelor's degree in research, behavioural science, or social sciences.
- Fluency and excellent communication skills (both written and verbal) in relevant languages.

## 11. Reporting

Reporting is considered as the formal presentation of relevant indicators / information and is related to service delivery under these Terms of Reference. The firm is expected to provide reports for approval by the Senior Advisor, LGBTI Inclusion, Africa HIV, Health and Development Team.

### a) Quarterly Activity Reports

Quarterly Activity Reports are considered basis for issuing request for payment for successfully delivered services. This is in addition to the provision of stated services and/or the production of information products for that quarter as indicated in the M&E workplan.

### b) Annual Activity Report

Submitted at the end of every calendar year, the Annual Report should contain information on the achievement of objectives, results and outputs, and deliverables produced during the reporting period.

## 12. Price and schedule of payments

Since the exact number of several outputs/services under this ToR will be determined based on the required activities to be determined in an M&E workplan, the bidder is requested to provide a cost estimate based on a) daily consulting rates aligned to the required expertise detailed in Section 4 above, b) daily consulting rates calculated against the total estimated number of 245 consulting days over 33 months, and c) travel costs, as required, for five visits to Gauteng.

- The contract price is an output-based price regardless of extension or decrease of the herein specific implementation duration. The number of performed tasks will determine the amount of the payment. UNDP reserves the right to reject the implementation of some assignment tasks.
- The computation of the contract price shall include professional fees, taxes and all applicable other costs related to the implementation of the required tasks.
- Payments will be made based on successful achievement/ delivery of specific services during the assignment and submission and written acceptance by UNDP of the quarterly activity reports.



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**Note: UNDP holds the right to reject development or implementation of some of assignment tasks or to reduce the scope of assignment tasks. In that case, the price of the rejected or reduced tasks would be subtracted from the total price.**

### 13. Minimum documents to be submitted

- Company's Profile and proposal, not exceeding fifteen (15) pages, the profile should provide background on specialized knowledge and previous experience in the deliverables listed in this TOR, including proposed methodology and timeline to deliver the demands of this TOR/RFP; A list of previous clients – references and/or relevant work done on M&E at the required scale.
- CVs of Key Personnel listed in this TOR/RFP meeting the minimum criteria indicated above
- Certificate of Incorporation/ Business Registration
- Statement confirming that the company is not declared bankruptcy, not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against the vendor that could impair its operations in the foreseeable future.
- Statement confirming the company is not suspended, nor debarred, nor otherwise identified as ineligible by any UN Organization or the World Bank Group or any other international Organization
- Financial Proposal submitted as a separate document and be password protected based.

### 14. Evaluation Criteria

- Combined Scoring Method, using the 70% and 30% distribution for technical and financial proposals respectively, where the minimum passing score of technical proposal is 70%
  - Expertise of the firm - management structure and qualification of Key Personnel (see section 10 and 13 above) – 50%
  - Proposal: Methodology, its appropriateness to the condition and timeliness of the Implementation Plan (see section 4 and 7 above) – 20%
- Financial Proposal based (see section 4 & 7 above) 30%