Request for Quotations

FY19 – 011 Monitoring and Evaluation Upskilling:
Design Learning Solutions for building local capacities for
selecting/developing, calculating and analysing indicators

<table>
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<th>Main Facts Table</th>
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<tr>
<td>RFQ reference</td>
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<td>RFQ launch date</td>
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<tr>
<td>Contract Manager</td>
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<td>Deadline for submission of offers</td>
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Submission of offers to
procurement@plan-international.org

*Please include the RFQ reference number above in all correspondence*
 TERMS OF REFERENCE

M&E: SELECTING/ DEVELOPING, CALCULATING AND ANALYSING INDICATORS UPSKILLING

1. BROAD PURPOSE

Over the last 80 years, Plan International has maintained its commitment to making a lasting impact on the lives of the most vulnerable and excluded children. With the recent Global Strategy (2017-2022) and a common set of values and behaviours in mind; leaders, managers, staff, partners, children and young people participated in a robust process to transform the organization, to fulfil the promise of the 2030 Global Goals and strive for a just world that advances children's rights and equality for girls.

Guided by the Theory of Change, Plan International together with partners in all fields will influence international, regional and national laws, policies, frameworks, strategies and budgets to advance children's rights and equality for girls. This will be supported by evidence of good practices and solutions based on Plan International work with children, communities, partners and networks.

Plan International will be able to achieve the ambitious results of having focused gender transformative programming and evidence-based influencing through considerable upskilling of our programme and influencing staff both in humanitarian and development settings.

In order to reach the ambitions of the Global Strategy, Country Offices (COs) reflected on skill areas in which they need to build and support staff capability and one of the priority skill areas is on Monitoring, Evaluation and Research.

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Six specific skill areas have been identified for improvement within this area.

1. Planning and implementing an effective M&E framework
2. Influencing and capacity building for improved M&E practice
3. Data collection and data quality assurance methodologies
4. Data analysis
5. Use of data for programs and influencing
6. M&E and Gender

This consultancy will focus on Skill Area 1 and 2, and specifically on our ambition to build capacity for identifying, developing and calculating appropriate indicators to meet project information needs and inform a well-designed M&E Framework. Every project that Plan International implements must have an M&E Framework, made up of an indicator matrix, data flow, reporting schedule and activity plan. Indicators selected at the project level should look to the broader indicator architecture across Plan International:

- Plan International's six AOGD Results Frameworks and Indicator Matrices;
- Country Strategy M&E Framework; and
- Country Strategy Influencing Strategy M&E Framework;
2. OWNERS

Director of Research and Knowledge Management, Plan International Headquarters
Head of Monitoring and Evaluation, Plan International Headquarters

3. REQUIREMENT/SCOPE OF SERVICES

We are looking for a consultant(s) with extensive technical knowledge and experience in building capacity of learners on identifying, developing and calculating and analysing appropriate indicators. The principal target audience of this capacity building is Monitoring and Evaluation Managers/Officers in Plan International’s 50 plus Country and Regional Offices across the globe. The secondary target audience of this capacity building is project staff who play a key role in data collection and analysis. Their capacities for identifying, developing and calculating and analysing appropriate indicators varies and we have the ambition to build a common standard across all offices to ensure that our processes are of consistently high quality.

As a minimum, we seek learning solutions that build a good level of understanding on:

1. Overview of indicators – what they are, their purpose, how they are used.
2. Identifying and defining different types of indicators and what information they are designed to collect
3. Developing and selecting appropriate indicators – couched in the Plan International indicator architecture
   a. Characters of good indicators
   b. Characteristics of gender and inclusive sensitive indicators
   c. When are different levels of indicators appropriate, what are their characteristics and implications
4. Process for developing and selecting appropriate indicators – who to involve, when, implications etc.
5. Basic exploration of how to analyse quantitative as well as qualitative indicators

4. REQUIRED SKILLS, EXPERIENCE AND KNOWLEDGE

- Extensive knowledge of developing qualitative and quantitative indicators as a part of a broader M&E Framework, with some experience in the international development sector
- Experience collecting and analysing data for indicators in developing countries an advantage.
- Solid understanding of indicators at the process, output, outcome and impact levels and different approaches to M&E including need for gender and inclusion sensitive and participatory indicators and processes.
- Experience designing and delivering different learning solutions (ideally manual, e-learning module, and face-to-face training) for adult learners
- Able to demonstrate a sensitivity and awareness to other people and cultures.
- Ability to design, plan, organize, and implement projects and tasks within an allotted timeframe and with room for flexibility.
- Ability to work with Plan Project Owners and Learning and Development team in a professional manner to achieve a common goal.
5. **TIMETABLE AND KEY DELIVERABLES**

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<th>Deliverables</th>
<th>Date</th>
<th>Estimated total number of days</th>
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<tr>
<td>Participate in inception meeting with the lead team.</td>
<td>Early January 2019</td>
<td>0.5</td>
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<td>3 x key informant interviews with relevant staff to understand Plan International indicator structures, programming approach and e-learning platform and needs.</td>
<td>Early January 2019</td>
<td>1</td>
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<td>Virtual Focus Group Discussion with selection of staff across Plan International to understand current situation, their understanding and challenges associated with indicator identification/ development/ calculation and analysis</td>
<td>Early January 2019</td>
<td>1</td>
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<td>A short inception report – detailing content outline of the manual, e-learning module, and PowerPoint slide deck and an overall M&amp;E plan for the upskilling initiative.</td>
<td>1 week after completion of both KII and FGD</td>
<td>3</td>
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<td>Design a technical manual, content for self-direct e-learning module, and a PowerPoint Slide Deck and corresponding face-to-face training plan for identification, development and calculating and analysing appropriate indicators.</td>
<td>Draft by mid-February</td>
<td>11</td>
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<td>Virtual testing of technical manual, content for self-direct e-learning module, and a PowerPoint Slide Deck and corresponding face-to-face training plan with selection of staff across Plan International.</td>
<td>By end of February 2019</td>
<td>5</td>
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<td>Final Versions of technical manual, content for self-direct e-learning module, and a PowerPoint Slide Deck and corresponding face-to-face training plan.</td>
<td>Mid- March 2018</td>
<td>5</td>
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<td>Participate in a maximum of 5 webinars with M&amp;E staff to answer technical questions from</td>
<td>By end of FY20</td>
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6. **LIST OF DOCUMENTS TO BE SUBMITTED WITH THE RFQ**

Interested consultant(s) should submit the following:

- C.V of the consultant(s) assigned to the work – highlighting relevant experience
- Web links, if available on a sample of work of the consultants
- Letter of introduction highlighting appropriate learning methodologies to deliver this project. We are also open to receive your ideas for alternative learning solutions to those proposed above in the key deliverables section.
- Cost proposal, including daily rate of all consultants
- 3 references of similar work completed previously

8. **SUBMISSION OF OFFERS**

The offer must be sent via email to [Procurement@plan-international.org](mailto:Procurement@plan-international.org)

Offers must be received before the deadline specified in the “Request for Quotations”

Pricing for services should state whether they are fixed or non-fixed.

9. **EVALUATION OF OFFERS**

Shortlisted suppliers may be invited to discuss their proposals in more detail at Plan’s discretion.

Plan International, at its sole discretion, will select the successful RFQ.

Plan international shall be free to:
- Accept the whole, or part only, of any submission
- Accept none of the proposals
- Republish this Request for Quotations

Plan International reserves the right to keep confidential the circumstances that have been considered for the selection of the offers.

Part of the evaluation process may include a presentation from the supplier and a site visit by Plan International staff, to offices.

Value for money is very important to Plan International, as every additional £ saved is money that we can use on our humanitarian and development work throughout the world.

Plan International may award multiple contracts and all contracts will be non-exclusive.
10. **CONTRACT PAYMENT TERMS**

Please note that, if successful, Plan International’s standard terms of payment are 30 days after the end of the month of receipt of invoice, or after acceptance of the Goods/Services/Works, if later.

11. **PLAN INTERNATIONAL’S ETHICAL & ENVIRONMENTAL STATEMENT**

The supplier should establish environmental standards and good practices that follow the principles of ISO 14001 Environmental Management Systems, and in particular to ensure compliance with environmental legislation.

12. **CLARIFICATIONS**

The onus is on the invited companies to ensure that its offer is complete and meets Plan International’s requirements. Failure to comply may lead to the offer being rejected. Please therefore ensure that you read this document carefully and answer fully all questions asked.

If you have any queries in relation to your submission, or to any requirements of this tender, please email:

[procurement@plan-international.org](mailto:procurement@plan-international.org)

Thank you for your proposal.