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**Development of M&E System and an On-line Digital Dashboard for RNR Sector Programmes and Projects at MoAF**

Identification: EU-TACS/A2.1B (RS-10)

**REQUEST FOR PROPOSAL**

European Union – Bhutan Technical Assistance Complementary Support Project (EU TACS)

Project implemented by



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# ACRONYMS

APA Annual Performance Agreements

ADB Asian Development Bank

BPV Bhutan Philanthropy Ventures

BFTEC Bhutan Trust Fund for Environmental Conservation

CO Cabinet Office

DAI Development Alternatives Incorporation

EU European Union

EUD European Union Delegation

EU-TACS European Union – Bhutan Technical Assistance Complementary Support

FYP Five Year Plan

FAO Food and Agriculture Organization

GEF Global Environment Facility

GPMS Government Performance Management System

GNH Gross National Happiness

GNHC Gross National Happiness Commission

GTZ German Technical Cooperation

KE Key Expert

KRI Key Result Indicators

ICIMOD [International Centre for Integrated Mountain Development](https://www.thethirdpole.net/en/nature/international-centre-for-integrated-mountain-development/)

IFAD [International Fund for Agricultural Development](https://www.ifad.org/en/)

MoAF Ministry of Agriculture and Forests

MoF Ministry of Finance

MoHCA Ministry of Home and Cultural Affairs

MYRB Multi-Year Rolling Budget

NMES National Monitoring & Evaluation System

NGO Non-Governmental Organization

PEMS Public Expenditure Management System

PlaMS Planning and Monitoring System

PPD Policy and Planning Division

RfP Request for Proposal

RGoB Royal Government of Bhutan

RNR Renewable Natural Resources

SKE Senior Key Expert

SNKE Senior Non-Key Expert

TL Team Leader

TOC Theory of Change

ToR Terms of Reference

VOIP Voice Over Internet Protocol

WWF World Wildlife Fund

# BACKGROUND

DAI Belgium has been contracted by the European Union (EU) to implement a project in Bhutan titled: *Technical Assistance for Renewable Natural Resources and Climate Change Response and Local Governments and Decentralisation* (EuropeAid/139521/DH/SER/BT). The project involves provision of long and short term local and international technical assistance to the Royal Government of Bhutan (RGoB) and other non-state stakeholders to contribute to national development objectives. See Appendix 1. Section 8 Background Documents for details.

As part of the project components, a local firm is required to carry out **Development of M&E System and an On-line Digital Dashboard for RNR Sector Programmes and Projects at MoAF**. For this, DAI Belgium is undertaking a competitive selection process to identify and contract a suitably qualified experienced firm through invitation of technical and financial proposals.

# SELECTION PROCESS

#### **B.1 Process overview and timeline**

The Request for Proposal (RFP) which includes Terms of Reference (TOR) will be advertised on Kuensel and MoAF’s website 26 August 2021. Interested local firms are invited to submit a detailed proposal (technical and financial) through email to Karpo Dukpa, Senior Manager, Bhutan Philanthropy Ventures email: [karpo@bpvbhutan.com](mailto:karpo@bpvbhutan.com) and Gustavo Porres, Senior Project Manager, DAI Brussels email: [gustavo\_porres@dai.com](mailto:gustavo_porres@dai.com) **no later than 4:00 PM (Bhutan time) on 6 September 2021.**

DAI Belgium will convene an evaluation committee of three, made up the EU-TACS Team Leader, a representative from RGoB and a representative from DAI. Scoring will be undertaken strictly against selection criteria contained herein and will be submitted to the funding agency for approval. Proposals are evaluated and contracting of a preferred firm may proceed, subject to stakeholder approvals and due diligence.

**The table below summarises the key steps and timeline.**

|  |  |  |
| --- | --- | --- |
| Step | Description | Date |
| 1 | Advertisement placed requesting a detailed proposal | 26 Aug 2021 |
| 2 | Deadline for receiving the proposal (late submission will not be accepted) | 6 Sep 2021 |
| 3 | Evaluation of the proposals and selection of one best firm | 7 Sep 2021 |
| 4 | Notification to the selected firm | 7 Sep 2021 |
| 11 | Due diligence and contracting | 10 Sep 2021 |
| 12 | Activity commences |  |

S

# SELECTION CRITERIA

#### **C.1. Firm’s profile**

The Impact Oriented M&E System and Digital Dashboard for RNR sector programmes and projects should be undertaken by a well-established (at least 3 years) local firm (based in Bhutan).

The firm should be experienced in delivering the similar projects (at least three prior to this) for international donors (preferably including the EU but not essential).

The firm should value the importance of delivering a high-quality product in a timely manner.

**The selection criteria table below provides defined and weighted criteria.**

#### **C.2. Selection criteria**

|  |  |  |
| --- | --- | --- |
| **#** | **Section** | **Weighting** |
| 1 | Proposal cover page and declaration | Hurdle requirement |
| 2 | Capability of the firm | 10 |
| 2.1 | Company overview |  |
| 2.2 | Project experience |  |
| 2.3 | Management capacity |  |
| 2.4 | Company staffing and financial capacity |  |
| 3 | Methodology | 30 |
| 3.1 | Approach to implementing terms of reference |  |
| 3.2 | Description of activities and how they will be carried out |  |
| 4 | Workplan and input schedule | 20 |
| 5 | Assigned personnel (qualifications; years of relevant experience) | 20 |
| 6 | Financial proposal | 20 |
| 7 | Appendices |  |
| 7.1 | Curriculum vitae of assigned personnel |  |
| 7.2 | Other information (optional) |  |

# PROPOSAL DEVELOPMENT INSTRUCTIONS

#### **D.1. Proposal contents and checklist**

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Section** | **Max pages** | **Check** |
| 1 | Proposal cover page and declaration | 2 | [√] |
| 2 | Capability of the firm |  |  |
| 2.1 | Company overview | 1 |  |
| 2.2 | Project experience | 2 |  |
| 2.3 | Management capacity | 1 |  |
| 2.4 | Company staffing and financial capacity | 2 |  |
| 3 | Methodology |  |  |
| 3.1 | Approach to implementing terms of reference | 1 |  |
| 3.2 | Description of activities and how they will be carried out | 4 |  |
| 4 | Workplan and input schedule | 1 |  |
| 5 | Assigned personnel | 1 |  |
| 6 | Financial proposal | 1 |  |
| 7 | Appendices |  |  |
| 7.1 | Curriculum vitae of assigned personnel | 2 pages each |  |
| 7.2 | Additional information (optional) | - |  |

#### 

#### **D.2. Detailed guidelines and templates**

Prepare your proposal strictly adhering to the structure in the table of contents (D.1.) above. Further guidance and templates are provided in the pages below.

The total proposal length should be no greater than 16 pages, not including appendices. The number of pages for each section is presented in the table above.

There are no specific requirements for formatting and page layout, however clear and legible presentation is recommended, including normal page margins, reasonable paragraph spacing and font size, such as Arial 10 (or equivalent).

All sections should be assembled into **one single pdf file**. This file should be no greater than 10 megabytes. Note, free pdf conversion, assembly and compression tools can be found online.

#### **Cover page and declaration**

Complete the template in the embedded file below and include this at the front of your proposal.



This is a hurdle administrative requirement, and the committee cannot evaluate a proposal should this section not be completed and signed by an authorised representative of the firm.

#### **Capability of the firm**

* 1. Company overview: provide a succinct overview of the organisation, for example when it was established, its mission, services offered, clients, etc.
  2. Project experience: describe comparable projects undertaken by the firm and explain how they are relevant to this activity (if not obvious). Include the client, project value and timing.
  3. Management capacity: briefly list resources, policies, and procedures that your firm has in place to help manage the activity. Consider areas such as administrative support, finance and operating manuals, anti-bribery/corruption policies, governance and oversight, insurances, etc.
  4. Company staffing and financial capacity: use the embedded template below. Once complete, the tables should be presented in the main proposal document (i.e. copied and pasted).



Note**, evidence of the figures provided will be requested during the due diligence process**.

#### **Methodology**

* 1. Approach to implementing terms of reference: describe your overall approach. If you have any comments or observations on the terms of reference, include them in this section.
  2. Description of activities and how they will be carried out: describe the activities that you will deliver and explain, as you consider appropriate, the resourcing, timing, logistics factors, stakeholder participation, etc.

#### **Workplan and input schedule**

Use the embedded excel file below to develop your workplan. Once complete, the tables should be presented in the main proposal document (i.e., copied and pasted).

The activity titles and activity numbering in the workplan should be the same as in the methodology text (Section 3 of the proposal) to help with cross-referencing.

The input schedule should include only the personnel that are in the financial proposal. Use the same role titles and personnel names.



#### **Assigned personnel**

Use the embedded file below to present a tabular summary of your assigned personnel. This should be no more than 1 page as indicated in C.1. above. Once complete, incorporate into your main proposal document (i.e., copy and paste the table in). Only include the same roles that are in your financial proposal and input schedule. These should be technical roles and, if considered necessary, specific management roles that will input directly to the activity. Do not include any general office support roles. Curriculum vitae of your assigned personnel should be included in the Appendices. They should be no more than two pages each. Use the template provided in section 7 below.



#### **Financial proposal**

Use the embedded excel file below to prepare your financial proposal. Once complete, the tables should be presented in the main proposal document (i.e., copied and pasted in).



All costs must be presented in Euros, which is the currency of the funding agency. Ancillary costs, including but not limited to overheads, management fees, the cost of support staff and equipment, banking charges, insurance costs, personnel taxes and employment costs, inflation and any other costs and charges **must be built into the proposed daily fee rates of assigned personnel**.

The total price of your financial proposal will be a factor in the evaluation, as per the selection criteria in the terms of reference at Annex 1.

Note, payment will be monthly, on 30-day terms, counting from receipt of a correctly rendered invoice. All supporting documentation must be attached for invoices to be eligible according to European Union and DAI Brussels policy, including each:

1. Timesheets of assigned personnel (only) countersigned by the activity supervisor assigned by DAI Belgium.
2. Original physical evidence of costs, such as receipts, signed participant attendance sheets, ticket stubs, and so forth, precisely matching the claimed amount; and
3. A record of approval by DAI Brussels’ assigned activity supervisor of any deliverables due in the period.

#### **Appendices**

* 1. Include curriculum vitae of no more than two pages for each of your assigned personnel. Use the template in the embedded file below and include in your proposal Appendices.
  2. If you have additional information that you consider important and relevant to the selection criteria, which is not covered in other sections, include it here. Note, no particular additional information is expected.

# PROJECT MANAGEMENT AND LOGISTICS

#### **E.1. Management structure**

The successful firm will be issued a contract by DAI Belgium. The EU-TACS project Team Leader will take administrative and financial decisions for this contract. S/he is supported by a Senior Project Manager and Project Officer based in Bhutan, as well as DAI Belgium Home Office backstopping team.

The local firm shall be accountable to the PPD, MoAF for the required deliverables of the assignment under the contract. The Senior Key Expert (SKE) as the EU TACS designated supervisor for RNR Sector will ~~be~~ responsible for supporting the design, monitoring, reporting and quality assuring the Impact assessment of M&E Framework for RNR sector projects/Programs.

#### **E.2. Facilities and logistics**

The selected firm will be responsible for providing facilities including equipment, logistics and any other supports required to enable its personnel to implement the activity efficiently. The firm **must nominate an activity leader** responsible for coordination and serve as the focal point in communications with the EU-TACs team.

The firm’s training team will have access of a shared desk at the EU-TACS office, while TL, may have access to a desk at the PPD, MoAF. The assigned team should be available to deliver the tasks and attend meetings based on work plan, and at the reasonable request of the PPD/EU-TACS-SKE.

#### **E.3. Budget**

The maximum budget for the activity is EURO 20,000 (Part A **EUR 12,500** and Part B **EUR 7,500**). The firm’s financial proposal must be within this ceiling value and will be a factor in the evaluation, in accordance with Section “F”-Research Study Terms of Reference.

#### **E.3 Budget utilisation**

DAI will define the upper limits for each line item of the budget, monitor utilisation to date, and any forecast updates for the period ahead.

**Note:** *No re-allocation of funds between budget lines shall be permitted and no budget lines may be exceeded by the end of the contract term*.

#### **E.4 Timesheets**

Original signed timesheets of all personnel who have provided inputs in the month should be collated and attached to the report. These are to be countersigned by DAI Belgium’ nominated representative.

# F. RESEARCH STUDY TERMS OF REFERENCE

|  |  |
| --- | --- |
| Project | Technical Assistance for Renewable Natural Resources and Climate Change Response and Local Governments and Decentralisation  (EU-TACS) –EuropeAid/139521/DH/SER/BT |
| Activity | **PART A:** Development of Monitoring and Evaluation Framework and System for RNR Programmes, (including Flagship Programmes) and Projects at MoAF  **PART B:** Design and Establishment of an On-line Dashboard for Programmes and Projects at MoAF |
| Start/end date | 10 September 2021 to 15th November 2021 |
| Inputs | Continuous input |
| Travel | Travel to a sample of programmes and projects where M&E units are established will be needed as well as to Dzongkhags to assess their M&E capacity in the RNR sector. |
| Supervision | The contract will be held with DAI Brussels. The authorised supervisor for this activity will be MoAF, with the Quality Assurance by the EU-TACS Senior Key Expert for the RNR Sector at MoAF. |
| Location | Thimphu, Bhutan, with a few site visits to RNR programmes and projects in the field where the headquarters are decentralised, including Dzongkhag RNR planners. |

1. **BACKGROUND INFORMATION**

**1.1 Relevant country background**

Bhutan is a small and mountainous country with a total geographical area of 38,394 square km (NSB 2018). The country’s landscape is dominated by mountain ecosystems and changes within a distance of 170 km from elevations of about 100 meters in the foothills to over 7,500 meters above sea level. More than 51.1 per cent of the Bhutanese population live in rural areas and rely mainly on agriculture and livestock farming for their livelihood. Collectively, the Renewable Natural Resources contributed around 16.52% to the Gross Domestic Product (GDP) with an annual growth rate of 3.65% in 2016 (NSB, 2017). Of these, the agriculture sector contributed 10.05% followed by livestock and forestry sector at 3.89% and 2.68% respectively.

* 1. **Current state of affairs of monitoring and evaluation in the renewable natural resources sector**

During the 12th FYP for the RNR sector, monitoring and evaluation of programmes and projects are expected to be carried out in line with the Government Management Performance System (GPMS) with the signing of Annual Performance Agreements (APA) where agreed targets/indicators are tracked on an annual basis. In addition to these APA mandatory indicators defined by the Prime Minister’s Office, each programme and project has its own set of Key Result Indicators (KRI) developed through a results-based planning exercise and embedded into the Planning and Monitoring System (PlaMS) in the FYP, these are reported on annually (PlaMS as an on-line management system is not functional after 11th plan), it is more or less replaced by the GPMS. These KRI can be output, outcome or impact in nature, although impact indicators are less considered due to difficulties in collecting relevant data. Since the majority of capital funding at MoAF is met from donor sources, projects may have independent M&E frameworks that do not always follow the GPMS or PlaMS. Some projects may set up their own M&E units or have Focal Points to carry out M&E work, and some projects use external consultants and experts. Therefore, there is a need for synergy through the “Triple C” approach, coordination, collaboration and consolidation between different programmes and projects.

Since mid 2019, the EU-TACS Project at MoAF has been preparing *Briefing Notes* on a variety of topics to promote dialogue within MoAF to better policy development. In December 2019 a briefing note was prepared to further strengthen dialogue between the EU-TACS project, the EUD and PPD at MoAF towards improving monitoring and evaluation systems at the MoAF[[1]](#footnote-1).

Some of the key observations made in this *Briefing Note 4* on the status of M&E were as follows: (i) weak internal institutional capacity at MoAF for carrying out M&E activities, (ii) the results-based Planning and Monitoring System (PlaMS) used for preparing and monitoring the five years plans and established in 2009 was found to have a number of implementation problems at MoAF[[2]](#footnote-2) and is no longer used as a workable system after the 11th FYP throughout RGoB, (iii) the Government Performance Monitoring System (GPMS) was recently established by the Prime Minister’s Office to address M&E issues within government ministries in order that the Cabinet Office (CO) could better monitor higher level indicators (Outcome and Impact)[[3]](#footnote-3), (iv) the capturing of evidence-based data and statistics for GPMS and PlaMS is carried out through census, annual surveys, special surveys, and administrative data at Department level with collection and compilation mandated through the RNR Statistics Division, however, the continued quality and duplication of data collection has been highlighted by a variety of stakeholders as an issue within MoAF[[4]](#footnote-4),[[5]](#footnote-5), (v) externally funded projects have developed their own M&E systems which tend to use donor driven models with some mandated to use logical frameworks (Logframe Matrices), results based monitoring models, theory of change (TOC) techniques, and indicator fiche tracking sheets and there is no standardised system of M&E making comparison of performance between externally funded programmes and projects difficult to achieve.

To summarise, the current expectations for monitoring and evaluation for both internally and externally funded programmes and projects at MoAF would be as follows: (i) input and output (including financial) monitoring is done by all programmes and projects to varying degrees of quality, (ii) process monitoring and evaluation is done by most programmes and projects as part of day to day management, (iii) outcome monitoring and evaluation is done by some projects, and (iv) impact monitoring and evaluation is done by few projects due to difficulties in complexity of data gathering and lack of resources.

At the beginning of the 12th FYP there were 37 donor assisted programmes and projects assisting MoAF with management of renewable natural resources from a variety of funding agencies e.g., EU, World Bank, ADB, IFAD, GEF, FAO, Japan, Korea, BFTEC, WWF, GIZ, and ICIMOD. The total value of the investment reached €145 millions. How the impact of these programmes and projects feeds into policy development, evidence-based policy making and budgeting, management performance, and accountability is unclear due to weak M&E systems within MoAF.

Some of the major projects with M&E officers are:

* + CARLEP (full time M&E officer based at PMO at Mongar, Eastern Region)
  + WB Food Security and Agricultural Productivity Project (full time M&E officer for 5 years)
  + Bhutan 4 Life (full time M&E officer for 3 years)
  + Japan/WB Rural Enterprise and Youth Employment Project (full-time M&E officer 3 years).
  1. **A modular M&E systems framework at MoAF**

There are a number of key requirements at MoAF for M&E. Some M&E systems are well established but are requiring quality control, others are not at all well-established. In the nine module M&E framework highlighted in the following Figure 1 (in this section), the M-I module became defunct as an on-line, real-time management M&E system after the 11th FYP, and is in need of a thorough review and replacement system within MoAF that focuses on strengthening the Output, outcome and Impact indicator tracking. The new system should include a continuous evaluation framework/system for the MoAF to assist with developing programmes, flagship programmes, projects, and policy change.

Some modules are well established (M-II, M-III, M-IV, M-VII, M-VIII, M-IX) with various implementation weaknesses that need interventions, mainly related to data management issues, capacity building of staff, structural enhancement at PPD, and weak reporting frameworks. These problems can only be addressed effectively though sustainable and long-term strengthening of the PPD at MoAF.

Issues related to impact monitoring and evaluation of the training programme for farmers and extension agents are being addressed through a research currently being implemented by PPD with support from the EU-TACS Project (activity code A2.1A).

A set of M&E guidelines for internally and externally funded programmes and projects, including an M&E conceptual framework is required. The PPD is currently unable to properly monitor activities in both its five year plan regular programmes and flagship externally funded programmes and projects due to: (i) lack of a set of M&E guidelines, (ii) lack of a set of simplified M&E tools; (iii) lack of full-time staff at PPD, (iv) lack of a sound process for regular indicator tracking capture, (v) lack of a simplified reporting system aimed at decision makers, and to decision (vi) lack of regular funding to carry out M&E actions.

Figure 1: A Nine Module Monitoring and Evaluation Framework at MoAF

1. **CONTRACT OBJECTIVES AND EXPECTED RESULTS**

**2.1 EU-TACS Project Summary**

The overall objective of the EU-TACS Project is to assist Bhutan in achieving the reforms embodied in the 12th FYP in the RNR sector and to provide high quality technical expertise including capacity building actions. In this regard, the RNR sector would like to build capacity particularly in the fields of monitoring and evaluation for regular internally funded RNR programmes and flagship programmes as well as externally funded programmes and projects and budget support programmes.

**2.2 Specific Objectives of Research Study**

The specific objectives of this research study are:

Objective A: *“To develop M&E system for the RNR sector in Bhutan with a focus on programmes, (including flagship programmes), and projects with various funding sources. The system is to be mainstreamed across all agencies involved in implementing RNR programmes, and projects”.*

*Objective B: To design and establish an on-line dashboard that captures key indicators for RNR sector programmes and projects that will enable information/statistics on historical, current and future projections of key result indicators to be tracked on real time basis in the form of charts, tables and text etc.”*

**2.3 Results to be achieved**

The RNR sector in Bhutan expects the following results from this research study:

**Objective A:**

1. Assessment of the current status of M&E system for programmes (also flagship programmes) and projects in the RNR sector and identify gaps, opportunities, correlations, and best practices.
2. The development of Result (impact, outcome and output) oriented M&E system or framework for the programmes (also flagship programmes) and projects of the RNR Sector.
3. Preparation of a *Policy Brief for Developing M&E System at MoAF*.

**Objective B:**

1. A *Programme and Project Monitoring Dashboard* in a new visually enhanced presentation format is established online to provide a better experience for project/program monitoring.
2. Following contents are developed on the Dashboard:
   1. Summary list of all projects under MoAF (implementing agency, donor’s information, project period, project fund size, activities status, expenditure status with KRI statistics, charts, maps and photographs to enhance the visual content.
   2. Agency wise programme and project details (project fund size, activities status, expenditure status with KRI statistics, charts, maps and photographs to enhance the visual content)
3. Develop a user manual and deliver a webinar for the support staff and system administrators.
4. Source code handover where full source codes including all developed libraries shall be handed over MoAF.
5. **SCOPE OF THE WORK** 
   1. **Research Study Description**

Within the context of this research study, this assignment focuses on five main M&E messages:

1. The research study to enable continuous tracking of indicators of various M&E efforts for programs and projects of the RNR sector that will translate for necessary policy changes.
2. Long term M&E planning with attention to maintain a quality M&E system for programs/projects at MoAF through institutional reforms (systems, processes, guidelines, structures).
3. The creation of a shared understanding of M&E concepts and clarity of roles and responsibilities of different stakeholders within MoAF.
4. The continued and active engagement of officials involved for programmes and projects in designing, implementing, and managing M&E functions.
5. The strengthening of the PPD, MoAF to perform I-IV above in a sustainable manner.
   1. **Geographical Area to be covered**

The University/Institute/Consulting Firm will carry out the study throughout Bhutan, covering a sample of programmes (also flagship) and projects that have been carried out during the 11th and 12th Five Year Plans. The study will be stratified into:

1. Recently closed programmes and projects (mainly from the 11th FYP);
2. On-going programmes and projects;
3. Pipeline programmes/projects where a new programme or project document is available and where M&E should be mainstreamed into the design.

All agencies within MoAF should be covered, including departments and non-departments as well as Flagship programmes that may involve other institutions or ministries. Currently there around 37 on-going externally funded programmes and projects at MoAF (57 in 2015 during 11th FYP). The Policy and Planning Division at MoAF is mandated to maintain project profiles[[6]](#footnote-6) on all projects and to publish a report. A sample of these projects should be carried out to assess how M&E is integrated into the planning process.

* 1. **Target Groups**

Direct beneficiaries of this research study: (i) Policy and Planning Division, MoAF; (ii) MoAF’s Agencies, and relevant non-RNR institutions involving in the programmes, (also flagship programmes) and projects; (iii) Development partners, NGOs, trust funds, private sector funders; and (iv) decision makers (including, RNR-GNH Committee, GNHC and the Prime Minister’s Office etc.).

* 1. **Specific Research Study Activities**

The University/Institute/Consulting Firm should provide expert capabilities in carrying out outcome and monitoring and evaluation of programmes and projects in the RNR sector. The expert team is expected to carry out the following:

* A diagnosis of Bhutan’s monitoring and evaluation activities is indispensable if Bhutan is to develop programmes, flagship programmes, projects or policy proposals with a focus on Outcome and Impacts rather than just Inputs and Outputs which is the current situation. A desk study to compile a meta-database and description of M&E systems carried out by all programmes and projects in the RNR sector implemented in the 11th and 12th FYPs will be required (following the Nine Module M&E Framework outlined in Figure 1). This desk study should assess: (i) historical development of the different M&E systems, (ii) objectives of the M&E system (budget support, policy making, programme/project improvement, accountability), (iii) processes, tools and products (indicators, evaluations, quality of information), (iv) relationships with other M&E systems (system interconnectivity), (v) institutional architecture (components, cooperation, willingness to act on results, centralisation versus decentralisation), (vi) agencies involved in the M&E system delivery (mandates, resources, legal framework, obstacles), (vii) quality, credibility, and accessibility of M&E results, and (viii) have the results of the M&E systems had any outcome and/or impact on RNR sector policies.
* Development of M&E system for programmes and projects to be used by PPD at MoAF for mainstreaming of M&E ideas amongst all new programmes and projects. The system framework should address the following but not limited to:
  + 1. A continuous monitoring framework that tracks Key Result Indicators (KRI) especially at Outcome and Impact level (not only at Input and Output level) to allow real time reporting of trends (historical and projected) through digital systems such as active dashboards on web-sites.
    2. A continuous evaluation framework design and process that considers and reports on relevance, effectiveness, efficiency, impacts, sustainability, replicability of programmes, flagship programmes, and projects.
    3. How and when to define remedial measures in order to improve performance at programmes, flagship programmes and projects.
    4. How to identify best practices for future planning and decision making
    5. How to identify strategies that work best in the local context.
    6. How to ensure accountability and tracking of the financial achievements.
    7. Defining the roles and responsibilities of the independent M&E units or focal points.
    8. Innovative M&E tools that will form the basis for monitoring.
    9. KRI data management improvements (collection, verification, analysis, reporting, progress with trends, data duplication avoidance).
    10. How to ensure that programmes, flagship programmes and projects do not duplicate each other’s work and that roles are complementary through effective real time and regular monitoring systems.
* Design and establishment of a RNR programmes and projects dashboard on the MoAF website.

1. Collect data from PPD and relevant agency on programmes and projects in three categories: (a) on-going, (b) completed within the 11th and 12th five-year plans, and (c) currently in the pipeline with committed funding.
2. Design the *Projects’ Monitoring Dashboard* for insertion in the MoAF web-site. Dashboards contain key data sources, data visualisations, filters for exploring data sets, key performance indicators (KPIs), and navigation menus to allow users to move from dashboard to dashboard.
3. Ensure that the following functionalities are included: (i) comment and feedback links to each project; (ii) social media sharing features; (iii) search function by project name, type of activities, key words, donors; (iv) print out and download features; (v) sign-up features, user rights and, password protected pages.
4. Add content, together with staff at the ICTD in MoAF, for all on-going projects and a sample of completed and pipeline projects to enable PPD and platform managers to continue content entry in future.
5. Prepare a *Dashboard User Manual.*
6. Train PPD, and ICTD staff in managing the dashboard.

Considering challenges posed by the COVID-19 pandemic, the proposal should be clear on how the work will be carried out. Virtual research methodologies may be required when gathering some data using e.g web-site questionnaires, Zoom platforms for focus group meetings, mobile phone interviews, mail shots for hand written questionnaires, internet searches for grey literature etc.

1. **PERSONNEL**
   1. **Key Experts**

All research study experts who have a critical role in implementing this research study are referred to as study experts. The profiles of the key study experts for this contract are as follows:

#### **Objective A:**

#### Key research study expert 1: Team Leader/ M&E Specialist

Qualifications and skills

* University degree in Natural Resource Economics or a similar scientific field related to rural sociology, public administration, agriculture, livestock, or forestry. A post- graduate qualification in Monitoring and Evaluation would be an added advantage.

General professional experience

* Preferably 5 years long-term and or short-term experience in monitoring and evaluating impacts and outcomes of renewable natural resource programmes and projects.

Specific professional experience

* Comprehensive knowledge of and practice in designing and carrying out monitoring and evaluation research studies.
* Experience with designing and using M&E Tools such as Monitoring Frameworks, Monitoring Plans, Logframes, Theory of Change Models, Indicator Fiche (for tracking historical data trends and making future projections), Evaluation Q&A formulation, use of dashboards for real time updating of indicator trends etc.
* Experience in managing study teams to provide integrated results, editing research reports, and in meeting reporting deadlines.

#### Key research study expert 2: Policy Change Expert

Qualifications and skills

* University degree in Renewable Natural Resources/Economics/ Rural Sociology/Public Administration or a similar field.

General professional experience

* Preferably 10 years long-term and/or short-term experience in policy analysis/ development and programme/project impact assessment, both in the RNR sector.

Specific professional experience

* Comprehensive knowledge and practice of carrying out policy research studies in the RNR sector.
* Ability to carry out comparative analysis studies for different RNR programmes and projects.

* A knowledge of research tools for developing policy change based on impact studies of programmes and projects.

**Objective B:**

#### Key research study expert 3: Information Technology Expert/Web-site and Dashboard Design Specialist

*Qualifications and skills*

* At least a Master’s degree in information technology
* Knowledge of methods and tools for designing digital dashboards with focus on sheet management, key performance indicator tracking, web page development, story point development, scatterplot management, establishing filters etc.
* Excellent interpersonal and time management skills.

*General professional experience*

* Preferably 5 years’ experience in designing visually appealing and navigation friendly web-sites.

*Specific professional experience*

* Knowledge and practice in designing and developing dashboards that included evidence-based statistical trend analyses and KPI tracking
* Have a general knowledge of current web development technologies and design tools in the field, and up-to-date software and other web programming languages and programmes including use of HTML, XHTML, CSS, XML, XSLT, Macromedia Flash, Java etc.
* Have excellent knowledge of recent trends in graphic design, web-site design, including online video publishing, and social media networking
* Familiarity with the principles and components of dashboard design would be a distinct advantage
* Demonstrate the ability to create innovative and visually appealing design
* Good written and oral English.

**4.2 Other assigned personnel**

The University/Institute/Consulting Firm may propose other personnel, as needed, to assist the team in its work such as data gatherers. They are to be included in the proposal as appropriate (i.e., C.2 sections 3/4/5/6).

**4.3 Support staff**

The University/Institute/Consulting Firm may hire support staff to assist the team in its work; however, the costs for the support staff must be included in the fee rates of the assigned personnel.

1. **SELECTION CRITERIA**

**5.1 Candidate organisation profile**

In order to carry out this research study and M&E system framework development exercise the EU-TACS project considers that Universities or Institutes or Consulting Firms should have an understanding of innovative monitoring and evaluation systems, practices and models/methods development as well as policy formulation/change based on impact-oriented M&E of RNR programmes and projects within the Bhutanese and Himalayan regional contexts and understand the government programme planning process in Bhutan with special reference to the Renewable Natural Resources sector. It should also have ability to design websites and dashboards.

Universities or Institutes or Consulting Firms that have provided research studies in the RNR sector and prepared policies or programming documents for government in the past would be preferred, and also where such research studies have been funded through clients such as the EU and other international development agencies.

The University or Institute or Consulting Firm should be able to provide day-to-day meeting and working facilities for its team of experts should the need arise during the 2-month working period which commences after completion of the Inception Plan Report. However, stakeholder briefings, meetings, workshops, and dissemination events will be held at the PPD at MOAF as needed.

**5.2 Selection criteria**

|  |  |  |
| --- | --- | --- |
| # | Section | Weighting |
| 1 | Proposal cover page and declaration | Hurdle requirement |
| 2 | Capability of the University/Institute/Consulting Firm | 10 *(possible to breakdown the point for sub-section)?* |
| 2.1 | Organisation overview |  |
| 2.2 | Relevant experience |  |
| 2.3 | Management capacity |  |
| 2.4 | Staffing and financial capacity |  |
| 3 | Methodology | 35*(possible to breakdown the point for sub-section)?* |
| 3.1 | Approach to implementing terms of reference |  |
| 3.2 | Description of activities and how they will be carried out |  |
| 4 | Timetable | 10 |
| 5 | Assigned personnel | 35 |
| 6 | Financial proposal | 10 |
| 7 | Appendices (optional) |  |

1. **PROJECT MANAGEMENT AND LOGISTICS**

**6.1 Management structure**

The selected University/Institute/Consulting Firm will be issued a subcontract by DAI Brussels. The EU-TACS project Team Leader will take administrative and financial decisions for this subcontract. She is supported by a Senior Project Manager and Project Officer based in Bhutan, as well as DAI Brussels backstopping team.

The International Senior Key Expert for Renewable Natural Resources will be assigned as supervisor with responsibility for monitoring and overseeing implementation of the activity, and to provide quality assurance against the terms of reference. Due to COVID-19 restrictions this will be done remotely through virtual meetings and/or e-mail together with PPD staff.

The Policy and Planning Division will be the lead agency for support to the study team, and will appoint a Focal Coordinator for the study from its own staff in the Ministry.

**6.2 Facilities and logistics**

The selected University/Institute/Consulting Firm will be responsible for providing all facilities and equipment, logistics and all the support required to enable its personnel to implement the activity efficiently.

The selected University/Institute/Consulting Firm **must nominate an activity leader**, who will hold overall responsibility for coordination and serve as the focal point in communications with the EU-TACS Project team for both Objectives A and B.

**6.3 Other Facilities to be provided by the University/Institute/Consulting Firm**

The University/Institute will ensure that the two experts and other support staff (if needed) are adequately supported and equipped. In particular it shall ensure that there is sufficient administrative, and secretarial provision to enable the two experts to concentrate on their primary responsibilities.

**6.4 Equipment**

No equipment is to be purchased by the selected University/Institute/Consulting Firm as part of this research study, all equipment will be provided by the University/Institute/Consulting Firm either gratis or any hiring costs must be specified within the proposed budget.

**6.5 Activity timing**

The intended commencement date for the research study (subject to contract signing) should be between 1st week and 2nd week of September 2021 or as soon as due diligence is carried out; and the period of execution of the research study will be within the envelope of 2 calendar months based on a five-day working week. Travel time to get to the field activities (if needed) may be considered as working days. The selected University/Institute/Consulting Firm will specify the appropriate dates for the research study in its proposal within the window of the 10 weeks mentioned above. **All reporting and their approvals will be finalised by 12th November 2021.**

**6.6 Budget ceiling**

The maximum all-inclusive budget available for Objectives A and B is **EUR 20,000**. The selected University/Institute/ Consulting Firm’s financial proposal must be within this ceiling value and the price offered will be a factor in the evaluation, in accordance with Section 5 of the Activity Terms of Reference.

1. **REPORTING REQUIREMENTS**

**7.1 Inception Report**

A brief Inception Report for both Objectives A and B (maximum 10 pages) to be presented within five days after the signing of contract. The report should be developed based on direct consultations with stakeholders at PPD and the EU-TACS team and must include the following elements:

1. Brief contextual updates as relevant to research study.
2. The list of stakeholders to be consulted at various stages during the study.
3. A detailed research study action plan for the study with weekly resource allocations.
4. The methodologies to be used for collecting information on M&E frameworks of programmes and projects (on-going, recently completed, and pipeline) and preparing a M&E system.
5. A tentative Table of Contents for the Final Report and any other deliverables.
6. List of consultations held during the five-day Inception Period.

The draft Inception Report should be submitted to the EU-TAC’s Senior Key Expert for the RNR Sector and the responsible Focal Points at PPD (MoAF) for review and comment.

**7.2 Monthly brief progress reports**

Three integrated progress reports for Objectives A and B (in simplified and tabulated format) should be submitted at the end of each month as follows: **30th September 2021, 31st October 2021 and 5th November 2021.**

1. *Action plan milestones progress:* A succinct outline of progress against plans as defined in the Action plan. Consider using tabular format and/or bullet points for brevity.
2. *Issues and recommendations:* A succinct description of any issues encountered and how they will be addressed. Leave blank if there are no notable issues to highlight.

The progress report should be of no more than 3 pages in length. The reports should be submitted to the EU-TACS’s SKE for RNR sector, the Technical Focal Point at PPD, MOAF, and the EU-TACS APEX team focal point at PPD, MOAF.

**7.3 Final reports**

**Objective A:**

A Final Report on delivery of the M&E system must be prepared according to the structure and contents presented and agreed in either the proposal Methodology prepared by the University/Institute, or as adjusted in the Inception Report (see 7.1. above).

The deliverables shall include but not be restricted to the following:

* A *“Meta-Database with Descriptions, Comparative Analysis, and Best Practices for M&E Systems incorporated into all Programmes and Projects at MoAF during the 11th and 12th FYP”* to be derived from available published and grey literature as well as direct contact with M&E units at programme and projects in Bhutan included as an Annex to the Final Report.
* *Guideline for M&E System to be used in future for all Programmes and Projects.* (To be included as an Annex to the Final Report).
* Wrap up workshop for key stakeholders within MoAF at least five days before the end of the study period.
* *“Draft Study Report”* (maximum 20 pages) and Annexes prior to the end of input /or contract durationto be submitted to DAI/BPV for initial technical screening by SKE-1.
* *“Final Study Report”* (maximum 20 pages), and Annexes after the end of input / or contract duration for comments from MoAF, EUD and SKE-1.
* *“Policy Brief for Developing M&E System (maximum 6 pages) along with the Final Study Report* or earlier if possible.
* A QA will be provided through DAI Brussels/BPV Thimphu before the final report’s official submission to RGoB and EUD for their endorsement.

**Objective B:**

* A draft digital *“RNR Programmes and Projects Monitoring Dashboard”* design will be provided to PPD at MoAF, SKE1-RNR and DAI Brussels by 15th October 2021. After comments by MoAF, SKE1-RNR, and the Senior Project Managers at BPV Thimphu and DAI Brussels,
* A working digital test version of the *“RNR Programmes and Projects Monitoring Dashboard”* will be up-loaded onto the MoAF web-site for review and comments by 22nd October 2021.
* A Final Dashboard Version 1 with content for all on going and recently completed RNR programmes and projects that exceed €1,000,000 in total budget (or are prioritized by PPD for inclusion) will be up-loaded on the MoAF website by 8th November 2021.
* A *“User Manual for Operating the Dashboard”* to be ready for use by PPD and ICTD platform management staff by 30th October 2021.
* A “*Final Completion Report”* (maximum 20 pages, and annexes) describing the dashboard development process will be prepared by 15th November 2021. This report will be endorsed by both MoAF and EUD as per the reporting protocols within 5 days of receipt after QA at DAI Belgium.
* A “*Webinar on the RNR Programmes and Projects Dashboard”* is held and reported on before the end of the assignment.

The working and reporting language will be English.

1. MoAF (2019) *Towards Improving Monitoring and Evaluation Systems at the Ministry of Agriculture and Forests*, Briefing Note 4, EU Technical Assistance Complementary Support Project (EU-TACS), Policy and Planning Division, MoAF, Thimphu, Bhutan with management support from Development Alternatives International (DAI), Brussels [↑](#footnote-ref-1)
2. MoAF (2014) *Assessment of the Use of the Planning and Monitoring System (PlaMS) at MoAF,*Policy and Planning Division, MoAF, Thimphu, Bhutan [↑](#footnote-ref-2)
3. CO (2018) *Government Performance Management Policy (Draft)*, Cabinet Office Paper, Royal Government of Bhutan [↑](#footnote-ref-3)
4. MoAF (2018) *Strategic Plan for Renewable Natural Resources Statistics in Bhutan*, RNR Statistics Division, Directorate of Services, MoAF, Thimphu, Bhutan [↑](#footnote-ref-4)
5. MoAF (2018) *RNR Statistical Framework*, RNR Statistics Division, Directorate of Services, MoAF, Thimphu, Bhutan [↑](#footnote-ref-5)
6. MoAF (2015) *A Profile of Donor Supported Projects in the Renewable Natural Resource (RNR) Sector*, 4th Biennial Edition, Policy and Planning Division, MoAF (also available on MoAF web-site) [↑](#footnote-ref-6)