



REPUBLIC OF LIBERIA
MINISTRY OF GENDER, CHILDREN, AND SOCIAL PROTECTION
Ministerial Complex, Congo Town
1000 Monrovia 10, Liberia, West Africa

TERMS OF REFERENCE (TOR)

Consulting Services for the Design, Development, and Institutionalization of a Monitoring, Evaluation, Accountability, Learning, and Knowledge Management (MEALKM) System for the Ministry of Gender, Children and Social Protection (MGCSP)

1. Background and Context

The Government of Liberia (GoL), through the Ministry of Gender, Children and Social Protection (MGCSP), is mandated to lead national efforts in promoting gender equality, women's empowerment, child protection, and social protection across all fifteen (15) counties of Liberia. In line with Liberia's Vision 2030, the ARREST Agenda for Inclusive Development (AAID), and sector-specific policies, the Ministry is required to generate timely, credible, and sex-disaggregated data to inform policy formulation, program implementation, accountability, and learning.

With support from the World Bank through the Liberia Women Empowerment Project (LWEP), MGCSP has recently completed a comprehensive Capacity Needs Assessment (CNA) and a corresponding Capacity Building Plan (CBP). These documents identified significant gaps in the Ministry's Monitoring, Evaluation, Accountability, Learning, and Knowledge Management (MEALKM) systems, including fragmented data collection, limited digital infrastructure, weak data use for decision-making, and insufficient staff capacity in M&E and data management.

Based on these findings, MGCSP intends to engage a qualified firm to design, develop, and institutionalize a comprehensive, user-friendly, and sustainable MEALKM **framework, standardized tools, operational guidelines, and capacity strengthening package**, excluding MIS development. The assignment will not include a new capacity assessment or capacity building plan development, as these have already been completed. Instead, the selected firm will use the existing CNA and CBP to inform system design and directly address identified capacity gaps.

2. Objectives of the Assignment

2.1 Overall Objective

The overall objective of this assignment is to design, develop, and operationalize a ministry-wide, digital, and sustainable MEALKM system for MGCSP that strengthens results-based management, accountability, learning, and evidence-based decision-making at both central and county levels and provide training for the M&E Staff at the Ministry.

Note: This assignment **does not** include the development of a standalone Management Information System (MIS). The focus is on the development of MEALKM tools, dashboards, and semi-digital solutions implemented using **existing licensed software platforms where applicable** (e.g., Microsoft Excel, PowerPoint, SharePoint/OneDrive), to ensure interoperability and low-cost scalability.

2.2 Specific Objectives

The specific objectives of the assignment are to:

1. Design and deploy a user-friendly digital MEALKM system aligned with national systems and World Bank standards, ensuring interoperability with existing Ministry systems and future MIS integration.
2. Standardize M&E tools, indicators, templates, and reporting processes across MGCSP departments and county offices.
3. Strengthen M&E, data management, and knowledge management capacity of MGCSP staff through structured training and certification programs.
4. Institutionalize accountability, learning, and knowledge-sharing mechanisms, including Communities of Practice on sex-disaggregated data.
5. Test, refine, and operationalize the MEALKM system, including revision of tools and templates based on user feedback.
6. Develop, print, and disseminate an M&E Manual and a MEALKM Strategy to guide implementation and sustainability.

3. Scope of Work

The firm shall undertake the assignment in the following interrelated phases:

Milestone 1: Inception

The firm shall:

- Conduct an inception meeting with MGCSP senior management, the PMU, and technical staff.
- Review existing documents, including the Capacity Needs Assessment, Capacity Building Plan, draft TOR, national policies, and relevant reporting frameworks.
- Develop a detailed inception report outlining methodology, work plan, training strategy and plan, timelines, team roles, and coordination arrangements.

Deliverable 1: Inception Report

Milestone 2: Development of MEALKM Strategy and Framework

The firm shall:

- Develop a comprehensive MEALKM Strategy aligned with CNA findings, CBP priorities, national development frameworks, and World Bank requirements.
- Develop a standardized MEALKM framework, including results chains, indicators, and sex-, age-, and location-disaggregated data requirements.
- The MGCSP, together with the PMU-LWEP, will provide the consulting firm with the relevant and approved M&E indicators for incorporation into the MEALKM framework and tools. The consulting firm shall primarily operationalize these approved indicators to ensure their alignment with results-based management principles. Where necessary, the consulting firm may propose minor technical refinements to improve clarity, measurability and alignment with SMART principles. All proposed refinements shall be subject to validation and approval by MGCSP and PMU-LWEP.
- The consulting firm shall develop standardized Indicator Reference Sheets (IRS) for all relevant indicators. Each IRS shall include, at minimum:
 - Clear indicator definition
 - Unit of measurement (e.g., percentage, number, index)
 - Data source (survey, administrative data, reports, etc.)
 - Method of calculation/formula
 - Frequency of data collection and reporting
 - Disaggregation requirements (sex, age, location)
 - Definition of target population and denominator
- Validate the MEALKM Strategy and tools through stakeholder consultations.

Deliverable 2: MEALKM Strategy and Framework

Milestone 3: Development of MEALKM Tools, Dashboards, and Semi- Digital Reporting Solutions

The firm shall:

- Develop standardized M&E tools and templates for data collection, reporting, dashboards, and knowledge products.

- Develop Excel- based databases, dashboards, and reporting templates using existing licensed software (e.g., MS Excel, PowerPoint, SharePoint/OneDrive where available), without developing or procuring a standalone MIS.
- Configure user- friendly databases, dashboards, and reporting interfaces suitable for central and county levels, ensuring low- bandwidth usability and offline functionality where necessary.
- Define data governance, access controls, and data protection protocols to be applied within existing Ministry systems and the future MIS.
- Provide system documentation, including user guides and administrator manuals.
- Map existing data systems, tools, and reporting practices across central and county levels
- Define clear data flows, including data collection, validation, aggregation, analysis, and reporting processes, with assigned roles and responsibilities
- Develop standardized, MIS-ready templates (e.g., Excel-based tools) with consistent variable naming, coding structures, and formatting
- Develop data dictionaries and metadata documentation to support interoperability with existing systems and future MIS integration

Deliverable 3: Standardized MEALKM Tools, Dashboards, and Technical Documentation

Milestone 4: M&E Capacity Building and Certification

The firm shall:

- Design and deliver structured capacity building programs for MGCSP staff, covering:
 - Microsoft Office (Word, PowerPoint, Outlook).
 - Basic and advanced Microsoft Excel for M&E.
 - Use of other licensed software relevant to the MEALKM system.
- Provide certification for participants upon successful completion of training.
- Deliver hands-on training focused on data analysis, visualization, understanding dashboard, reporting, and use of data/dashboard for decision-making.

Deliverable 4: Capacity Building and Certification Completion Report.

Milestone 5: M&E Community of Practice on Sex-Disaggregated Data

The firm shall:

- Facilitate six (6) structured M&E Community of Practice meetings, conducted over a six-week with one (1) session held per week. Each session shall focus on practical issues

related to sex-disaggregated data collection, analysis, use, and reporting, and shall be documented with agreed action points.

- Focus discussions on sex-disaggregated data collection, analysis, use, and reporting.
- Document lessons learned, good practices, and agreed actions.

Deliverable 5: Community of Practice Reports and Knowledge Outputs.

Milestone 6: Testing, Refinement, and Operationalization of MEALKM Tools

The firm shall:

- Pilot and test MEALKM tools, templates, dashboards, and reporting workflows using existing platforms across both central-level units/departments and selected county offices to ensure representativeness.
- Facilitate user testing sessions and collect feedback from central and county staff.
- Conduct structured user testing sessions involving M&E staff, county officers, and relevant technical units
- Collect feedback using standardized tools (e.g., feedback forms, validation workshops, user review sessions)
- Document all feedback and lessons learned
- Incorporate feedback by revising and adjusting tools, templates, dashboards, and reporting processes prior to full rollout
- Support full operationalization of MEALKM tools and processes across MGCSP, and prepare transition notes for integration into the separately procured MIS.

Deliverable 6: System Testing, Refinement, and Operationalization Report.

Milestone 7: Development and Printing of Manuals

The firm shall:

- Finalize the M&E Manual and MEALKM Strategy.
- Print and deliver agreed quantities of the M&E Manual and MEALKM Strategy in line with Ministry specifications.

Deliverable 7: Printed and Electronic Copies of M&E Manual and MEALKM Strategy

4. Deliverables and Indicative Timeline

The total duration of the assignment is expected to be **Eight (8) months** from contract signature.

No.	Milestone/Deliverable	Delivery Timeline
1	Inception Report and System Design Framework	4 weeks from Contract Signature

2	MEALKM Strategy and Framework	8 Weeks from Contract Signature
3	MEALKM Tools and Dashboards Developed	12 Weeks from Contract Signature
4	Capacity Building and Certification Completion Report	20 weeks from Contract Signature
5	M&E Community of Practice Outputs	21 weeks from Contract Signature
6	System Testing, Refinement, and Operationalization Report	28 weeks from Contract Signature
7	Printed 50 copies each of M&E Manual and MEALKM Strategy	32 weeks from Contract Signature

5. Payment Schedule

No	Deliverable	Percentage Payment
1.	Inception Report and System Design Framework	20%
2.	MEALKM Strategy and Framework	20%
3	MEALKM Tools, Dashboards, and Technical Documentation	20%
4.	Capacity Building and Certification Completion Report	20%
5	M&E Community of Practice Outputs, System Testing, Refinement, operationalization Report, and Printed M&E Manual and MEALKM Strategy	20%

6. Institutional Arrangements and Reporting

The firm will report to the Ministry through the Deputy Minister for Research, Policy and Planning and the Project Management Unit (PMU)/ MGCSP.

Regular progress updates and review meetings will be held to ensure alignment and quality assurance.

7. Required Qualifications and Experience

The consulting firm must demonstrate:

- At least seven (7) years of experience in designing and implementing M&E or MEALKM systems, preferably within government institutions.
- Proven experience working on World Bank– or other donor-funded projects.
- Strong expertise in digital M&E systems, databases, dashboards, and data visualization.
- Demonstrated experience in M&E capacity building, training, and certification programs.
- Experience integrating gender and sex-disaggregated data into national M&E systems.

Key Personnel

The key positions listed below are provided to indicate the type of expertise required for the assignment.

KEY STAFF QUALIFICATION

No	KEY STAFF	QUALIFICATION
1	Team Leader / Senior MEALKM Systems Expert	Advanced degree (Master's or higher) in Monitoring and Evaluation, Public Policy, Development Studies, Statistics, Social Sciences, or a related field. At least 8–10 years of progressive experience in MEALKM or M&E systems design and institutional strengthening, preferably within government or donor-funded programs. Proven experience leading multidisciplinary teams, developing MEALKM frameworks, tools, and manuals, and working on World Bank or similar donor-funded projects. Strong coordination, reporting, and stakeholder engagement skills.
2	Digital M&E / Information Systems Specialist	University degree (minimum Bachelor's; Master's preferred) in Information Systems, Statistics, Data Science, M&E, or a related field. At least 5–7 years of experience developing M&E databases, dashboards, and reporting tools using Excel and other licensed platforms. Demonstrated experience in data quality assurance, visualization, and documentation. Experience working in low-bandwidth or decentralized environments is an advantage.
3	Capacity Building and Training Specialist	University degree (minimum Bachelor's; Master's preferred) in Education, M&E, Organizational Development, Public Administration, or a related field. At least 5–7 years of experience designing and delivering capacity building programs, including training in MS Office, Excel (basic and advanced), and results-based management. Proven experience conducting adult learning, hands-on training, and competency assessments.
4	Gender and Social Protection M&E Specialist	Advanced degree (Master's preferred) in Gender Studies, Social Sciences, M&E, Development Studies, or a related field. At least 5–7 years of experience in gender-responsive

		M&E, social protection programming, and the use of sex-disaggregated data. Demonstrated experience supporting government institutions and aligning indicators with national and international gender commitments.
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8. Evaluation and Shortlisting Criteria

The Expression of Interest (EOIs) will be evaluated in accordance with the Consultant Qualification Selection (CQS) method, based on the consultants' qualifications and relevant experience for the assignment.

Key Evaluation Criteria

a. Core Business and Relevance to the Assignment

The extent to which the firm's core business aligns with Monitoring, Evaluation, Accountability, Learning, and Knowledge Management.

b. General Experience in M&E/MEALKM System

Demonstrated experience of at least seven (7) years in designing and implementing M&E or MEALKM systems, with preference for experience in comparable institutional contexts

c. Experience in Similar Assignments

Proven track record in successfully delivering similar assignments, including the development of MEALKM frameworks, tools, dashboards, and capacity building programs, particularly within government or large institutions.

d. Experience with Donor Funded Projects

Experience in implementing assignments funded by the World Bank or other development partners, including familiarity with applicable standards, procedures, and reporting requirements.

e. Technical expertise in Digital M&E System

Demonstrated expertise in digital and semi-digital M&E systems, including databases, dashboards, data visualization, and use of commonly available software tools (e.g., Excel and related platforms).

f. Capacity Building and Training Experience

Experience in designing and delivering structured training, capacity building, and certification programs in M&E, data management, and related areas.

g. **Gender Inclusion in M&E Systems**

Demonstrated experience in integrating gender considerations and sex-disaggregated data into M&E systems and reporting frameworks.

h. **Availability of Qualified Key Experts, including Liberians (at the firm level), without CVs attached**

9. **Performance evaluation:**

Upon receipt of the deliverables and before the payment of each instalment, the deliverables and related reports and documents will be reviewed by the Ministry's Technical Team and the PMU and approved by the Deputy Minister for Research, Policy and Planning. The period of the review is five days after receipt. The firm's performance will be evaluated based on timeliness, responsibility, initiative, communication, accuracy, and product quality.

10. **Expression of Interest (EOI) Submission Process**

Interested and eligible firms are invited to submit an **Expression of Interest (EOI)** demonstrating their qualifications and relevant experience to perform the assignment.

The EOI shall include the following:

a. Company Profile:

A brief description of the firm, including its core areas of business, years of operation, and experience relevant to the assignment.

b. Relevant Experience:

Evidence of similar assignments completed, including brief descriptions of the scope, location, client, and value of the services, as well as references where available

c. Technical Capacity

Information demonstrating the firm's expertise in MEALKM systems, digital M&E tools, dashboards, data management, and capacity building.

d. Experience with Donor Projects

Details of experience working on World Bank or other donor-funded projects, where applicable.

e. Availability of Key Staff

A summary of the firm's access to relevant expertise (e.g., MEALKM specialists, digital M&E experts, training specialists, gender/M&E experts).
(Detailed CVs are not required at this stage.)

11. Ethical Standards and Confidentiality

The firm shall adhere to the highest standards of professional ethics, data confidentiality, and integrity. All data, tools, and systems developed under this assignment shall remain the property of the Ministry of Gender, Children and Social Protection.

12. Gender and Inclusion

Qualified firms are encouraged to include women professionals and nationals in key technical roles. The assignment shall be implemented in a gender-responsive and inclusive manner, consistent with the mandate of MGCSP.

This TOR is designed in line with Government of Liberia and World Bank standards and reflects existing institutional assessments and capacity building plans already completed for MGCSP.