



Regional scoping study for the West Africa Capacity-building and Impact Evaluation (WACIE) Program

Request for proposals

Issue date: February 27, 2018

Proposal submission deadline: 12:00 EDT March 27, 2018

1. Background

[The International Initiative for Impact Evaluation \(3ie\)](#) is an international grant-making NGO promoting evidence-informed development policies and programmes. We are a global leader in funding, producing and synthesising high-quality evidence of what works, for whom, how, why and at what cost. We believe that better policy-relevant evidence will make development more effective and improve people's lives. 3ie is a registered NGO in the US. It has offices in New Delhi; London; and Washington, DC.

With technical and financial support from the Government of Benin, the West African Economic and Monetary Union (WAEMU), the West African Development Bank and the Hewlett Foundation, 3ie and the Benin government are partnering to implement the West Africa Capacity-building and Impact Evaluation (WACIE) programme.

WACIE is a multi-year regional initiative that aims to promote the institutionalization of evaluation in government systems across eight countries¹ of the WAEMU in West Africa. This will be conducted primarily through evaluation capacity-building activities; the production of high-quality, rigorous evidence; and continuous engagement with leading stakeholders to promote evidence-informed decision-making.

The WACIE programme has five principal objectives:

1. Improved understanding of the supply of and demand for rigorous evidence in West Africa.
2. Improved capacity in WACIE countries to articulate evaluable questions and to conduct evaluations.

¹Benin, Burkina Faso, Cote d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo.

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3. Increased production of high-quality evidence on policy issues that are priorities for WACIE members.
4. Increased uptake and use of high-quality evidence in program and policy development that will positively affect people's lives.
5. Increased buy-in from governments to institutionalise evaluation.

In support of Objective 1, 3ie is inviting applications from organisations or consortia (hereafter known as the consultant team or applicant) to design and implement a stakeholder mapping and needs assessment (hereafter known as scoping study) of evaluation capacity and evidence needs in the eight WACIE countries.

This will be accomplished through a set of activities that will identify and sample key WACIE stakeholders to systematically assess, using standardized tools and methodologies, the supply of and demand for rigorous evidence, as well as impact evaluation capacity in public sector, research and academic institutions. The scoping work will identify and prioritize key knowledge gaps in relation to sectors or topics where rigorous evidence is needed to inform decision-making.

2. Scope of work

The main objective of the WACIE scoping study is to improve our understanding of the supply and demand for rigorous evidence generated by impact evaluation studies and evidence syntheses in the WACIE countries. Associated with this objective is an assessment of impact evaluation capacity and identification of critical knowledge gaps to be addressed through impact evaluation studies in later years of the WACIE program.

In this regard, the consultant team will carry out the following tasks:

1. **Map the key stakeholders who operate in the field of impact evaluation in the region and by country.** Given the resources available for this scoping activity, the stakeholders to be identified, mapped and sampled should be limited to public sector entities, multi-lateral organizations, donors, and academic or research institutions involved with commissioning, managing, conducting or using evidence from impact evaluations.
2. **Develop a sample of key stakeholders for assessment survey.** Based on the map developed for each country, including regional entities (e.g. UN offices) in the country where they are headquartered, develop a methodology to systematically sample the pool of stakeholders to be surveyed for the scoping study. The sample should be representative and drawn in each country in the same way, so that study results may be compared (at least qualitatively) across countries.
3. **Design or adapt existing instruments and approaches and undertake assessment of the current supply of and demand for rigorous evidence among the key stakeholders in the sample.** The study design (whether qualitative, quantitative or mixed-methods) must identify knowledge gaps in relation to sectors or topics where rigorous evidence is needed to inform decision-making. Included in this study will be an assessment and documentation of evaluation legislation, policies and requirements existing in each country.
4. **Design or adapt existing instruments and approaches and undertake assessment of key stakeholders' current capacities to generate, analyse and ensure the uptake of impact evaluation study findings and evidence syntheses.** The consultant team will adopt or adapt existing and validated evaluation capacity assessment tools

and metrics in undertaking this part of the study. We anticipate that WACIE member countries will not be at the same level of readiness to conduct and engage in impact evaluation. A key component of this task is the identification and measurement of the stakeholders' level of engagement with rigorous evidence. The consultant team will make recommendations concerning priority topics for impact evaluation capacity-building in each country. The team will also make note of any specific entities in each country that are especially well-placed to provide capacity-building training or to serve as mentors or models for peer learning for other institutions in the country or region. For an indicative list of possible capacity assessment domains, please refer to Appendix 1.

2.1 Guidelines for final report

The final report will contain the following sections and must be submitted in English and in French:

- Summary
- Study methodology
- Country-specific findings, summarized for each country:
 - Stakeholder map
 - Supply and demand for rigorous evaluation evidence and evidence synthesis, including evaluation legislation, policies and/or requirements
 - Knowledge gaps in relation to sectors or topics where rigorous evidence and legislation or guidelines are needed to inform decision-making
 - Stakeholders' capacities to generate, analyse and ensure the uptake of impact evaluation study findings and evidence syntheses
 - Priority capacity-building activities needed, related to impact evaluation, evidence synthesis and evidence uptake
 - List of institutions and entities that could serve as mentors, trainers, and/or peer learning advocates in the evaluation space
- Summary findings and recommendations for the WAEMU member countries
 - For the WAEMU member countries, draw summaries across countries of key findings and make recommendations for next steps.
- Appendix 1: List of all stakeholders in the sample, with title and contact information
- Appendix 2: Summary of sampling methodology, tools used for assessment and analysis plan

2.2 Schedule and deliverables

From the time of issue of the contract, the consulting team will have 28 weeks to conduct the scoping work and to write the final report and have it approved. 3ie expect the following deliverables *during the 28-week period*:

- Week 2: List of key stakeholder categories that will be sampled, including clear definitions of what each category will include or exclude, is submitted.
- Week 3: List of key stakeholders in each country, as per categories defined, is submitted. Hire of eight country consultants is completed.
- Week 4: Sampling methodology is submitted.
- Week 5: Tools, methodology and analysis plan for assessment of the supply of and demand for rigorous evidence is submitted.

- Week 6: Tools, methodology and analysis plan for assessment of key stakeholders' capacities to generate, analyse and ensure the uptake of impact evaluation study findings and evidence syntheses is submitted.
- Week 7: Training protocol for eight country consultants is submitted.
- Weeks 8–9: Training of country consultants in study methodology is completed; training report is submitted.
- Weeks 10–18: Study is implemented in eight countries.
- Weeks 19–21: Study findings are analysed.
- Week 22: Draft study report is submitted.
- Week 24: WACIE Secretariat and 3ie managers provide comments on draft report.
- Week TBD: Consultant team attends WACIE launch event in West Africa, presents preliminary results of scoping report and receives feedback from participants.
- Week 28: Final report is submitted, incorporating feedback from launch event participants, the WACIE Secretariat and 3ie.

2.3 Minimum team composition and qualifications

Preference will be given to applicants located in West Africa.

Lead consultant: Evaluation specialist with a professional degree and at least 10 years of experience in Africa conducting evaluations and policy and program development, preferably in the public sector. Documented successful experience leading evaluation teams in a regional setting. French and English professional proficiency required.

Country consultants: Evaluation specialists with a professional-level degree and at least five years of experience conducting evaluations and/or needs assessments using both quantitative and qualitative methods. French proficiency required.

Capacity consultant: Specialist with at least 10 years of experience with assessment and measurement of capacity-building approaches, with preference for experience monitoring capacity-building for public sector evaluation activities and policy development. French proficiency required; English proficiency preferred.

3. Eligibility

- This call is open to any legally registered organisation(s) with experience in conducting stakeholder mapping and needs assessments in low- and middle-income countries. Preference will be given to organisations with experience implementing impact evaluations, building evaluation capacity and/or using evidence for program and policy development with stakeholders in the West or Central Africa region.
- Only legally registered organisations, or consortia of registered organisations, may apply, not individuals. *Individuals interested in being considered for country consultant positions in the eight WAEMU countries should submit their CVs and contact details to Shaon Lahiri (slahiri@3ieimpact.org) with 'WACIE Scoping Study RFP Query' in the subject line. All applicants interested in receiving access to the individual consultant database should **register** by providing their name and email addresses to Shaon Lahiri (slahiri@3ieimpact.org) with 'WACIE Scoping Study RFP Query' in the subject line.*

- During the proposal preparation process, 3ie will send an email to all registered applicants once a week responding to questions for clarification and providing an updated list of country-level consultants in the 3ie database. We expect all proposals to be submitted with a complete list of full-time staff and consultants. Consultant names provided by 3ie are not considered preferred or more highly qualified. This matchmaking initiative is only undertaken to facilitate proposal development, given the complexity of staffing this regional activity, and is non-binding
- Each proposal must be submitted by a single organisation that may include others as sub-grantees or identified consultants in accordance with 3ie's [direct](#) and [indirect](#) cost policies.
- All funds will be disbursed from 3ie's Washington, DC, office, and the grant-holding organisation should meet the necessary regulatory requirements to receive them.
- Budgets should be submitted in US dollars and should not exceed 100,000, USD including all direct, sub-grantee, consultant and indirect costs. Budgets exceeding this amount will not be considered.
- Teams should include nationals from West Africa, preferably with evaluation experience in at least one of the WACIE member countries.

4. Terms

The overall management of WACIE is jointly led by 3ie's director of the Evaluation Office and the director and head of the Washington Office. Additionally, the day-to-day management of WACIE will be under the purview of 3ie staff based in Washington, DC. They are supported by evaluation office staff based in New Delhi and consultants based in Benin, one of whom is the regional coordinator of the WACIE Secretariat, and evaluation specialist. The Benin-based consultants will provide advisory inputs on various aspects of the scoping work and will provide regular support to the consultant team.

The Secretariat is based in Benin and comprises one evaluation specialist and two research assistants. The Secretariat will be responsible for a literature review, which will be integrated into the final scoping paper. Additionally, it will play an advisory role in the work of the external consultant team by providing inputs on the methodological approach and will monitor the scoping study process, including country visits to support the teams, in addition to other roles.

This document is an open call for a consultant team to conduct a stakeholder mapping and needs assessment of evaluation capacity among the eight WACIE member countries. This team will appoint a lead consultant who will report to 3ie. In addition to the deliverables defined in Section 2.2, the lead consultant will participate in a workshop, to be held in the fourth quarter of 2018, in which the preliminary findings of the scoping report will be shared with key WACIE stakeholders for their feedback. The lead consultant will integrate feedback from workshop participants into the final report.

The lead consultant will coordinate and oversee the work of the capacity consultant and country consultants to conduct scoping work in each of the eight WACIE countries. As described above, the WACIE Secretariat will be available to facilitate matchmaking between interested individual country-level consultants and firms responding to this RFP.

The maximum budget for the scoping work, including all direct costs, sub-grants, consultant costs and indirect costs, is 100,000 USD. Proposals exceeding this amount will not be considered.

This consultant contract will be issued as a fixed-fee award in four instalments:

- The first tranche (25%) will be disbursed on signing the contract.
- The second tranche (40%) will be disbursed at the end of week 9, if all the deliverables through week 9 as outlined in Section 2.2 have been submitted and approved.
- The third tranche (20%) will be disbursed at the end of week 22, if all the activities and deliverables as outlined in Section 2.2 have been completed and/or submitted and approved.
- The fourth and final tranche (15%) will be disbursed at the end of week 28 when the final report is submitted and approved.

5. How to apply

Below is the list of documents the applicants need to submit with their proposal. If one or more items is missing, the proposal may not be considered.

5.1 Proposal components

The proposal will consist of two separate documents, which should be submitted as two distinct files:

- Technical proposal
- Financial proposal (budget)

5.2 Instructions for preparing the technical proposal

1. The technical proposal shall provide a straightforward, concise delineation of how the applicant intends to carry out and satisfy the requirements of the scope of work, as defined in Section 2. No contractual cost information is to be included in the applicant's technical proposal in order that it can be evaluated strictly on its technical merit.
2. Technical proposals shall be limited to 10 pages in total. Pages in excess of 10 pages will not be read or evaluated. The front and back of a single page shall be counted as two pages. Detailed information should be presented only when required by specific RFP instructions. Items such as graphs, charts and tables may be used as appropriate but will be considered part of the page limitation.
3. The resumes or CVs for the lead consultant, country consultants and capacity consultant, as well as past performance report forms, are not included in the page limitation. No material may be incorporated in the proposal by reference, attachment or appendix to circumvent the page limitation.
4. Technical proposals shall be submitted in English, with extra points awarded if also submitted in French, typed on standard 8 1/2" x 11" page (letter) and single spaced in 12-point type. Each page should be numbered consecutively. Page margins shall be a minimum of 1 inch at the top, bottom and on each side.
5. The technical proposal shall include the following information:
 - a. Technical approach – Limit 10 pages. The applicant shall demonstrate their understanding of, ability to achieve and overall approach to completing the requirements described in the Scope of work (Section 2). The technical approach should include the methodology (recruitment and training, fieldwork, quality assurance, ethical considerations, sampling, data analysis and reporting), work schedule and other similar relevant information.

- b. Qualifications of proposed personnel – Note that this section and the associated resumes or CVs will not be counted as part of the 10-page limit for the technical proposal. This section should be included with the technical proposal as Appendix 1. The applicant shall identify a single lead consultant, eight country consultants and one capacity consultant to conduct the work associated with the requirements of the Scope of work (Section 2). The minimum qualifications for the consultant positions are defined in the Minimum team composition and qualifications (Section 2.3).
- c. Past performance of the organisation – Note that this section will not be counted as part of the 10-page limit for the technical proposal. This section should be included with the technical proposal as Appendix 2. The applicant shall demonstrate the following:
 - i. The specialized competencies the organization possesses with regard to the requirements described in the Scope of work (Section 2).
 - ii. A list of all current contracts and subcontracts and those completed within the past three years that are similar in size, scope and complexity to Scope of work (Section 2). Additionally, for the three most recent similar contracts, the applicant shall provide the client's name, contract value, current postal and email addresses, and telephone number for a currently available point of contact.

5.3 Instructions for preparing the financial proposal (budget)

- The level of funding will be up to 100,000 USD, subject to a proposed and detailed budget with budget notes.
- The anticipated type of contract to be awarded under this solicitation is a firm fixed-price contract, as outlined in Section 4.
- The applicant is to submit the financial proposal in US dollars in the format of 3ie's budget template, which is in English. To access the 3ie budget template, please click here: [3ie budget template](#).
- Applicant is also to submit a detailed budget narrative in English in a Word file justifying the costs for each budget line item. French translations of the budget narrative will not receive extra points and are not encouraged. **Budgets submitted in other formats or without substantive budget narratives will not be considered.** The applicant must propose costs that it believes are realistic and reasonable for the work in accordance with their technical approach.
 - All costing and financial data should be fully supported, complete in detail and organized in a manner that facilitates review and permits price analysis.
 - The applicant shall indicate the level of effort of the lead consultant, eight country consultants, capacity consultant and any other proposed positions.

5.4 Instructions for submitting the technical and financial proposals

- Proposal submission deadline: Proposals must be submitted to wojobs@3ieimpact.org by email and received no later than 12 pm or noon Eastern Daylight Time (Washington, DC) on March 27, 2018. Include 'WACIE Scoping Study' in the subject line of the email. Proposals received after this time and date will not be considered.

- Please direct any questions related to the RFP to Shaon Lahiri (slahiri@3ieimpact.org) with 'WACIE Scoping Study RFP Query' in the subject line.
- Applicants considering preparation of a proposal should register by submitting their name and email address to Shaon Lahiri (slahiri@3ieimpact.org) early in the proposal development process in order to receive weekly emails responding to questions raised and to receive the list of possible consultants to include in their proposals under the country consultant heading. Note: Country consultants may be bid in the proposals of multiple applicants.
- Only shortlisted organisations will be contacted.

6. Selection criteria

The award will be made to a responsive applicant whose offer follows the RFP instructions, meets all the specifications and is judged to be the most advantageous. In judging the offers, the following criteria will be used, with weights applied accordingly:

1. **Technical proposal (40%)** – The extent that the applicant's technical proposal demonstrates a clear and effective overall technical approach to performing the requirements described in the Scope of work (Section 2) and Technical proposal specifications (Section 5.2).
2. **Qualifications of proposed personnel (30%)** – Demonstrated expertise, experience and availability that meet the requirements of the Scope of work (Section 2), the Minimum team composition and qualifications (Section 2.3), and inclusion of all information requested in Section 5.2.
3. **Past performance of the organisation (10%)** – Demonstrated organisational capabilities and experience related to the Scope of work (Section 2) and inclusion of all information requested in Section 5.2.
4. **Financial proposal (budget and budget narrative) (20%)** – Based on the total budget presented in the proposal and the associated narrative if deemed responsive to the scope of work (Section 2) and requirements set for the financial proposal in Section 5.3. Higher financial proposals will receive a correspondingly lower score. To assist in evaluation and comparison of financial proposals, 3ie may ask the applicant for a further breakdown of the price.

The applicant must furnish adequate and specific information in its proposal. A proposal may be eliminated from further consideration before a detailed evaluation is performed if the proposal is considered obviously deficient as to be totally unacceptable or for which prices are inordinately high or unrealistically low. In conducting its evaluation of proposals, 3ie may seek information from any sources it deems appropriate to obtain or validate information regarding an applicant's proposal. Applicants are reminded that 3ie is not obligated to award a contract on the basis of lowest proposed price or highest technical evaluation score. Only shortlisted applicants will be contacted.

Appendix 1. Commitment to evaluation framework

The following is an indicative list of potential domains to assess in determining stakeholder capacity to commission, conduct, manage and use impact evaluations. Please refer to [Levine and Chapoy \(2013\)](#) for more information.

Commitment to evaluation framework

(a) Demand for evidence:

- Incentives for evaluation undertaking and use (e.g. budgetary, promotions or visibility)
- Policymaker awareness, valuing, and use of system-produced monitoring information and evaluation findings (such as stakeholder interviews and existing reports)
- Government efforts to stimulate policymaker demand (e.g. through the establishment of an evaluation policy, capacity-building opportunities for policymakers and other similar measures. This one could become endogenous, as their commitment to work with WACIE would be part of this.)

(b) Supply of evidence:

- The existing rigorous evaluations of government programs in the country (WACIE IE review)
- The existence of research and evaluation institutions active in the country (WACIE stakeholder mapping)

(c) Infrastructure/systems that enable sustainable evidence production and use:

- The existence of a central and empowered evaluation office
- A law, policy, regulation or decree that mandates evaluation and its use
- Reliable data systems
- Structural arrangements aimed at guaranteeing monitoring and evaluation objectivity and quality
- A long-term investment of human and financial resources
- Guidelines to conduct M&E and evaluate the monitoring and evaluation system itself