REQUEST FOR PROPOSALS:
Drafting Monitoring and Evaluation Policies and Procedures for World Resources Institute

SUMMARY OF PROCUREMENT

World Resources Institute (WRI) intends to award one Fixed Price contract to complete the following:

The drafting of Monitoring and Evaluation (M&E) policies and procedures for World Resources Institute. Create M&E policies and procedures that ensure comprehensive, transparent, ethical standards for WRI’s programming. The drafted policies and procedures must integrate into the existing structure of WRI’s work. They must reflect current best practices and the highest appropriate standards for WRI’s portfolio. Additionally, the M&E policies and procedures must align with human subjects protections and responsible data management policies and procedures.

Proposal deadline is July 6, 2020; the project is expected to begin on July 20, and the project should be completed, along with all deliverables, by September 11, 2020.

About the World Resources Institute
Founded in 1982, The World Resources Institute (WRI) is a global environmental think tank with more than 1000 experts and staff that goes beyond research to put ideas into action. We work with governments, companies, and civil society to build solutions to urgent environmental challenges. WRI’s transformative ideas protect the earth and promote sustainable development because sustainability is essential to meeting human needs and fulfilling human aspirations in the future.

WRI focuses on seven urgent global challenges that must be addressed to reduce poverty, grow economies and protect natural systems:

1. **Climate**: Protect communities and natural ecosystems from damage caused by greenhouse gas emissions, and generate opportunities for people by catalyzing a global transition to a low-carbon economy.
2. **Energy**: Drive the scale-up of clean, affordable power systems throughout the world to deliver sustainable socio-economic development.
3. **Food**: Ensure the world’s food systems reduce their impact on the environment, drive economic opportunity, and sustainably feed 9.6 billion people by 2050.
4. **Forests**: Alleviate poverty, enhance food security, conserve biodiversity, and mitigate climate change by reducing forest loss and restoring productivity to degraded, deforested lands.
5. **Water**: Achieve a water-secure future by mapping, measuring, and mitigating global water risks.
6. **Sustainable Cities**: Improve quality of life in cities by developing and scaling environmentally, socially, and economically sustainable urban and transport solutions.
7. **The Ocean**: We are charting the path for a New Ocean Economy that is good for jobs, economic growth and human health -- while protecting and restoring the ocean.

SCOPE OF WORK AND OUTPUTS/DELIVERABLES

To help WRI achieve its goals, and through the promotion of institutional accountability, continuous learning and transparent sharing of knowledge, WRI seeks proposals from well qualified consultants for drafting Monitoring and Evaluation policies and procedures. The rapid growth of our organization, our
network of partners, and stakeholders that work with us necessitates a more consistent and coordinated approach to M&E (and where relevant, coherence with responsible data management and human subjects protection) in our research to action agenda. The M&E policies and procedures are to promote strategic and systematic collection of information to inform our strategies, critical and honest reflection on our work, sharing of lessons learned, understanding the impact of our work - both intentional and unintentional. WRI seeks to ensure that our M&E processes are inclusive, allow for open, critical reflection, sharing of lessons and experiences, and uphold the values of our organization.

In your proposal, please include how you/your team would address the following:

1. Drafting of Monitoring and Evaluation policies and procedures tailored to WRI’s programmatic portfolio of work and aligned with our donors’ policies, applicable in our Global Office as well as in our International Offices;
2. Ensuring the coordination and coherence of policies and procedures with Human Subjects Protection Program and responsible data management policies and procedures;
3. Safeguarding of vulnerable and marginalized populations that we work with and for;
4. Confirming comprehensiveness of the M&E policies and procedures from project inception past completion (e.g. data storage and disposal, incorporation of evaluation recommendations, etc.) ensuring every step in between has clear guidance and upholds the values of our organization.

Early in the consultancy, the party should coordinate closely with parties overseeing the Human Subjects Protection Program and responsible data management to identify areas of overlap, and catalog the issues/ concerns that must be jointly addressed. Proposals should address how parties will identify and catalogue the overlapping issues.

Concurrently with this RFP, WRI has enlisted consultants to develop a system to protect human subjects within WRI as well as responsible data management.

The two separate consultancies will set up a functioning system to oversee protection of human subjects involved in the institution’s projects. This system should include a set of standard practice guidelines and protocols for WRI to oversee and minimize risk to human subjects. WRI is seeking guidance on how to implement oversight of protection of human subjects within our global organizational structure, as well as in the 60+ countries where we do not have offices but are implementing projects. This should include implementation of protocols within WRI to review and oversee projects involving human subjects; education programs for staff overseeing the protocols, and for those involved in work with human subjects; and creation/selection of forms, checklists, and software solutions to facilitate smooth review and oversight processes.

The other consultancy will focus on responsible data management, consisting of three distinct components:

1. Review and curation of existing research on and principles for data ethics that could provide a foundation for dedicated WRI data ethics principles;
2. Development of a Diagnostic Tool of Potential Risks and Harms of collecting, using and sharing data - including typologies of risks and harms;
3. Prototyping of Data Ethics Tools and Responsible Data Methods - including decision provenance tools and data ethics assessments

WRI collects, processes, utilizes and shares increasingly large volumes of data through a variety of means. These data include potentially sensitive data, such as PII (personally identifiable information) and DII (demographically identifiable information) — data points that enable the identification, classification, and tracking of individuals, groups, or multiple groups of individuals by demographically defining factors.

In order to avoid unintended negative consequences and ensure WRI is responsibly using data, the Programs, Centers and International Offices within WRI need to become better aware of the risks of using and opening data; and develop ethical principles, tools, and protocols for creating a culture of data responsibility, embedding good practices from the beginning, and mitigating risks across the data lifecycle — from collection to processing to sharing to analyzing to using.
This work will identify and articulate the potential harms and ethical challenges common to the use of data in programming and research contexts, including complex and development environments. This work will also focus on providing concrete and operational guidance to field-level program and research staff who in the course of their work must handle sensitive data ethically or advise others on how to do so.

Likewise these two consultancies will be required to coordinate with the consultant(s) drafting the M&E policies and identify areas of overlap, and catalog the issues/ concerns that must be jointly addressed. We have included information on these two other consultancies because proposals should address how parties will identify and catalogue the overlapping issues.

**TIMING**

Proposals should be received by WRI by **5pm, July 6, 2020**. The project kickoff date is expected to be **July 20, 2020**.

Major milestone dates will be:

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<tr>
<th>Date</th>
<th>Description</th>
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<tr>
<td>July 30</td>
<td>Review and curation of existing M&amp;E policies and procedures from WRI’s donors, partners and other international nonprofits. Ensure highest standards are used for drafting of WRI’s M&amp;E policies and procedures. Scope any potential differences between policies and procedures for global office versus WRI’s international offices.</td>
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<td>August 14</td>
<td>Drafted M&amp;E policies and procedures for global office and international offices ready for WRI review. A draft catalog of elements to be covered in each of the three parts of the RFP, including identification of overlap areas, dependencies, and planned integration among them.</td>
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<td>August 21</td>
<td>M&amp;E policies and procedures are coherent and comprehensively address overlapping concerns with human subjects oversight and responsible data management scopes of work.</td>
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<tr>
<td>August 28</td>
<td>M&amp;E policies and procedures incorporated feedback and alignment with human subjects oversight protocols and responsible data management scopes of work.</td>
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<tr>
<td>September 11</td>
<td>deliver final project report</td>
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**BUDGET**

All bidders should provide financial information meeting the following requirements:

- Best pricing in the initial proposal and pricing should be valid for ninety (90) days.
- A proposed budget with a breakdown of costs sufficient to assess reasonableness and compliance with our funder requirements.
- Please also include a competitive payment schedule associating amounts with work milestones.
- In Excel format, provide pricing for all applicable costs associated with this solicitation. Allowable costs include consultant salaries, subcontractors, project-related supplies, research expenses and communications expenses. Travel should be essential only; meetings should be conducted virtually until at least September 2020. Provide explanation for any other direct or indirect costs:
Funding Availability:

Up to US $40,000 is available to support the development of Monitoring and Evaluation policies and procedures within WRI’s global organizational structure.

Please note that WRI is an IRS-registered 501(c)3, tax-exempt organization. WRI is not VAT exempt. All prices or quotes should include VAT and tax, as applicable.

GUIDELINES FOR PROPOSAL SUBMISSION

Requirements
The selected consultants are asked to demonstrate capacity through successful experiences demonstrating the following:

- Please provide evidence of 3-5 completed projects of similar scope.
- Experience creating M&E policies and procedures for similar organizations (in terms of funding size, complexity of portfolio of work, range of expectations of donors, staff capacity, etc.)
- Familiarity with a wide range of donors’ M&E requirements (see WRI’s top donors).
- Experience with or ability to ensure coherence between M&E policies and procedures and overlapping areas with respect to human subjects protections and responsible data management policies and procedures.
- Understanding of and ability to include the highest standards with respect to gender and social inclusion, environmental and social safeguard protections.
- Cost effectiveness and value for money.

Proposal content
Prospective consultants should submit:

1) Management, key personnel and staffing plan. This section should include the CVs/resumes of Consultant(s) that will be assigned to the implementation of the tasks described in the proposed methodology.

2) A narrative proposal for delivering the scope of work, including 1) the approach methodology 2) workplan for completion of each assignment, and 3) outputs of scope of work.

3) List of at least 3-5 recent similar experiences with similar assignments.

4) A proposed budget with a breakdown of costs sufficient to assess reasonableness and compliance with our funder requirements. Please also include a competitive payment schedule associating amounts with work milestones.

5) An account of how the work and/or organization is sustainable.

Correspondence before the deadline:

For correspondence before the deadline, please contact:
Nina Ullery  
Senior Associate Monitoring, Evaluation and Learning  
Nina.ullery@wri.org  

Or:  

Kerry Remson  
Planning and Learning Specialist  
Kerry.remson@wri.org  

All proposals must be sent by **5pm, July 6, 2020** in electronic format to the same contact listed above.

**EVALUATION AND SELECTION**

**Evaluation Criteria**
The following elements will be the primary considerations in evaluating all proposals submitted in response to this RFP:

- Completion of all required elements;
- The extent to which the consultant's proposal fulfills WRI's stated requirements as set out in the RFP;
- Experience with similar projects;
- Sustainability – WRI values sustainability and all other factors being equal, will favor a proposal to more sustainably perform the work;
- Overall cost of the proposal.

The bidder(s) offering the best overall value will be selected. For this procurement, price and nonprice aspects are both considered to be important.

**Selection Process**
No proposal development costs shall be charged to WRI / all expenses are to be borne by the bidders. WRI may award to the bidder offering best value without discussions. However, WRI reserves the right to seek bidder clarifications and to negotiate with those bidders deemed to be within a competitive range.

WRI may, at its discretion and without explanation to the prospective consultants, choose to discontinue this RFP without obligation to such prospective consultants or make multiple awards under this RFP.