TERMS OF REFERENCE

Technical Support for the Development and Operationalization of an Organization-Wide Monitoring, Evaluation and Learning (MEL) and Data Management System

Background

Men 4 Women (M4W) is a South Sudanese national non-governmental organization committed to advancing gender equality, empowering communities, and promoting peace and social cohesion. Its key programming areas include gender equality and social norms transformation, sexual and reproductive health and rights (SRHR), HIV prevention, prevention of sexual and gender-based violence (SGBV), positive masculinity, women's leadership, advocacy, and peacebuilding.

As part of its ongoing organizational capacity-strengthening efforts, M4W is receiving support through the SUCCESS Programme, implemented by Mercy Corps and IPCS and funded by the European Union (EU). This support provides an opportunity for M4W to strengthen its institutional systems, governance arrangements, and organizational sustainability.

Effective monitoring, evaluation and learning (MEL) is essential to ensuring programme effectiveness, accountability, organizational learning, and evidence-based decision-making. A functional organization-wide MEL and data management system will enable M4W to consistently track programme performance, measure results against strategic objectives, strengthen data quality, meet donor reporting requirements, and demonstrate accountability to communities and partners. It will also establish standardized procedures for data collection, analysis, reporting, learning, and responsible data management across the organization.

M4W therefore invites applications from qualified individuals with demonstrated experience in monitoring, evaluation and learning, data management, organizational development, and capacity strengthening to provide technical support for the review, development, and operationalization of an organization-wide MEL and data management system.

The assignment will be based in Juba, South Sudan, with consultations involving relevant staff and organizational stakeholders. The application deadline is 8 November 2026 at 5:00 p.m. Central Africa Time (CAT).

Purpose of the Assignment

The purpose of the assignment is to strengthen M4W's institutional MEL and data management capacity by establishing a practical, integrated, and user-friendly system that supports results-based programme management, performance monitoring, evidence-based decision-making, organizational learning, and accountability.

Objectives

The assignment will pursue the following objectives:

1. Assess existing MEL and data management practices to identify gaps in M4W's monitoring frameworks, indicators, tools, reporting arrangements, data quality controls, and data management procedures.
2. Develop and operationalize an organization-wide MEL and data management system that standardizes indicators, data collection and reporting tools, data quality assurance, analysis, learning, and responsible data management in alignment with M4W's strategic priorities and programme requirements.
3. Strengthen staff capacity and institutional learning by equipping staff with practical skills and tools to collect, analyze, interpret, use, and report data, while establishing mechanisms for performance monitoring, documenting results, tracking recommendations, and promoting organizational learning.

Scope of Work

Review of Existing MEL Systems
The provider shall:

- Review M4W's strategic plan, programme documents, logical frameworks, theories of change, project proposals, indicator frameworks, reports, data collection tools and donor reporting requirements.
- Assess existing processes for activity monitoring, output and outcome measurement, beneficiary tracking, feedback collection, learning and reporting.
- Examine how programme teams collect, validate, analyze, store and use programme information.
- Assess existing data management practices, including spreadsheet-based systems and other tools currently in use.
- Identify gaps in indicators, baselines, targets, data sources, disaggregation, reporting timelines, staff responsibilities and data quality controls.
- Examine how safeguarding concerns, sensitive information and personally identifiable information are recorded, accessed and protected.
- Identify opportunities to simplify existing processes and integrate MEL with programme planning, project management and organizational reporting.
- Prepare a MEL systems assessment report highlighting key findings, institutional gaps and prioritized recommendations.

Development of the Organization-Wide MEL Framework
Develop an organization-wide MEL framework aligned with M4W's strategic plan, programme portfolio and organizational objectives. The framework shall establish a standardized approach to planning, monitoring, measuring, reporting and learning across the organization. It shall include:

- Results chains linking activities, outputs, outcomes and longer-term strategic objectives.

- A standardized organizational indicator reference sheet, including indicator definitions, calculation methods and measurement criteria.
- Baselines and realistic targets, informed by available data and agreed with M4W.
- Data sources, collection methods, reporting frequency, disaggregation requirements and responsible persons for each indicator.
- Reporting schedules, reporting lines and staff responsibilities.
- Arrangements for monitoring programme implementation against approved workplans, budgets and planned results.
- Mechanisms for reviewing performance, identifying implementation challenges and tracking corrective actions.
- Learning questions and processes for documenting promising practices, lessons learned and programme adaptations.
- Guidance on how organizational and project-level MEL information can be consolidated and managed, including opportunities for integration with M4W's Odoo system where technically and operationally feasible.
- Recommendations for using relevant Odoo functionalities, where appropriate, to support indicator tracking, data consolidation, performance monitoring and reporting while minimizing duplication of data entry.

The framework shall ensure that organizational and project-specific indicators are clearly defined, measurable and consistently reported. Where baseline data are unavailable, the provider shall recommend appropriate establishment methods and realistic targets in consultation with M4W. Any proposed Odoo integration shall consider existing system capabilities, technical feasibility, costs and staff capacity, prioritizing practical solutions that avoid unnecessary customization or additional modules.

Standardized Data Collection and Reporting Tools
Develop or adapt standardized, user-friendly data collection, monitoring and reporting tools for use across M4W programmes. Depending on programme requirements, these may include:

- Activity and event monitoring forms.
- Participant attendance and demographic records.
- Training pre- and post-assessment tools.
- Community dialogue and outreach monitoring forms.
- Male champion and community engagement tracking tools.
- Referral and service-linkage monitoring tools that protect sensitive personal information.
- Beneficiary feedback and complaints monitoring templates.
- Output and outcome indicator tracking sheets.
- Site visit, supportive supervision and monitoring checklists.
- Case study, success story and lessons-learned templates.
- Monthly, quarterly and annual programme reporting templates.
- Indicator tracking tables and management dashboards, where appropriate.
- Data collection and reporting calendars.

The provider shall assess feasible opportunities to integrate data collection, indicator tracking and reporting tools into M4W's existing Odoo system, considering its capabilities, costs and staff

capacity. All tools and digital solutions shall be practical, user-friendly, suitable for field use and adaptable to project needs while maintaining organizational standardization. Any proposed customizations or additional digital solutions must be justified and approved by M4W before implementation.

Data Quality Assurance and Verification
Develop a practical data quality assurance and verification procedure addressing:

- Accuracy, completeness, consistency, validity, timeliness and integrity of data.
- Routine review of submitted forms, databases and reports.
- Verification of participant numbers, demographic disaggregation and reported achievements.
- Prevention of double counting, data manipulation and unsupported reporting.
- Source-document checks and traceability of reported figures.
- Procedures for correcting identified errors and documenting changes.
- Supervisory review and approval responsibilities before data are consolidated and reported.
- Periodic data quality assessments and follow-up actions to address identified gaps.
- Data quality issue logs and corrective action tracking.

The provider shall establish clear procedures for verifying information before figures are used in donor reports, public communications, organizational performance reviews or other official reporting.

Data Management, Protection and Confidentiality
Develop or strengthen procedures for responsible data management, protection and confidentiality, including:

- Collecting only information necessary for programme implementation, monitoring, accountability and reporting.
- Classifying data according to its sensitivity and associated risks.
- Establishing role-based access and authorization arrangements for viewing, editing, exporting and sharing information.
- Secure storage and management of electronic and paper records.
- Appropriate file naming, version control, data backup and recovery arrangements.
- Procedures for sharing information internally and with donors or partners.
- Data retention periods and secure disposal of records.
- Obtaining and documenting informed consent for photographs, interviews, success stories and other identifiable information.
- Protecting sensitive safeguarding, GBV, SRHR, health-related and other personal information.
- Procedures for reporting and responding to suspected data loss, unauthorized access or disclosure.
- Guidance on the responsible use of digital forms, mobile data collection, cloud storage and other data management technologies, including relevant Odoo functionalities where applicable.

The system shall uphold confidentiality, informed consent, data security and the do-no-harm principle, ensuring sensitive survivor information is protected through appropriate safeguards and restricted access. The provider shall recommend practical data protection procedures aligned with relevant legal, donor and organizational requirements, including security and access controls for any proposed digital or Odoo-based solutions.

Reporting, Analysis and Organizational Learning
Develop practical reporting, analysis and organizational learning arrangements that enable M4W to use monitoring information for programme improvement and evidence-based decision-making. These shall include:

- Standard monthly, quarterly and annual reporting formats, as appropriate.
- Procedures for consolidating programme-level information into organization-wide reports.
- Practical approaches for analyzing quantitative and qualitative information.
- Simple tables, charts and dashboards to summarize progress against targets, where appropriate.
- Regular programme performance review meetings.
- Documentation of lessons learned, implementation challenges, programme adaptations and promising practices.
- Action trackers for recording recommendations, responsible persons, deadlines and completion status.
- Mechanisms for using monitoring findings, community feedback and lessons learned to inform programme design, strategic planning and resource mobilization.

Practical Training and Coaching
Provide practical training and coaching for programme, MEL and management staff to strengthen their capacity to implement and use the MEL system. Training shall cover:

- Results-based management and results chains.
- Indicator definitions, baselines, targets and disaggregation.
- Selection of appropriate data collection methods and tools.
- Accurate data collection, data entry and data cleaning.
- Data verification and quality assurance.
- Basic quantitative and qualitative data analysis.
- Reporting against indicators and explaining performance variations.
- Data visualization and use of dashboards, where appropriate.
- Data protection, confidentiality, informed consent and safe handling of sensitive information.
- Using monitoring findings and community feedback for programme improvement and organizational learning.

Training shall use M4W's own tools and realistic programme examples and include practical exercises and an assessment of participants' ability to apply the procedures. The provider shall also orient relevant managers on their responsibilities for reviewing, interpreting and using MEL information in organizational decision-making.

Validation, Finalization and Operationalization
The provider shall:

- Present the draft MEL framework, tools, procedures and reporting arrangements to M4W management and relevant staff.
- Facilitate a validation session to assess the practicality and suitability of the proposed system and identify necessary revisions.
- Test selected tools and procedures with relevant staff and incorporate feedback before finalization.
- Incorporate consolidated feedback and submit the final approved documents in editable formats.
- Prepare a practical implementation roadmap outlining responsibilities, reporting calendars, implementation timelines and capacity-strengthening requirements.
- Orient relevant staff on the finalized system and hand over all tools, templates, guidance documents and related materials.
- Recommend arrangements for periodic system review, performance monitoring and continuous improvement.

Methodology

The assignment shall adopt a participatory, consultative and practical approach that promotes institutional ownership and ensures that the developed MEL and data management system is relevant, user-friendly and sustainable. The methodology shall include:

- Desk Review: Review M4W's strategic plan, programme documents, logical frameworks, theories of change, project reports, existing MEL tools, data management procedures and relevant donor reporting requirements.
- Institutional Assessment and Consultations: Consult M4W management, programme staff, MEL personnel and other relevant data users to understand existing practices, capacity gaps, reporting needs and organizational priorities.
- Systems and Tools Assessment: Examine existing data collection, monitoring, reporting, data quality assurance, storage and information management practices to identify gaps and opportunities for improvement. Assess M4W's existing Odoo configuration, available modules and functionalities to determine opportunities and limitations for integrating relevant MEL and data management processes.
- Framework and Tools Development: Develop the organization-wide MEL framework, standardized indicators, data collection and reporting tools, data quality procedures, data protection guidance and learning mechanisms in consultation with M4W. Where technically and operationally feasible, explore how relevant MEL functions, reporting tools, indicator tracking and data management processes can be integrated into M4W's Odoo system to promote centralized information management and minimize duplication.
- Testing and Refinement: Test selected tools and procedures, including any proposed Odoo-based functionalities or integrations, with relevant staff to assess their practicality, accessibility and suitability for programme and field-level application. Incorporate feedback and make necessary adjustments.

- Capacity Strengthening: Deliver practical training and coaching to relevant staff and managers on the MEL framework, standardized tools, data management procedures and, where applicable, the use of Odoo for MEL-related data entry, monitoring, reporting and information management. Training shall use M4W's programme examples and realistic data management scenarios.
- Validation and Finalization: Present the proposed framework, tools, procedures and Odoo integration recommendations to M4W management and relevant staff for review and validation. Incorporate consolidated feedback before submitting the final outputs.
- Handover and Operationalization: Orient relevant staff on the finalized system, hand over all tools, templates, guidance materials and any agreed Odoo configurations or integration documentation, and prepare an implementation roadmap outlining responsibilities, timelines, reporting arrangements and ongoing capacity-strengthening needs.

The provider shall prioritize practical, cost-effective and sustainable solutions that build on M4W's existing systems, including feasible integration of MEL and data management functions into Odoo, while ensuring data confidentiality, safeguarding, informed consent and responsible information management.

Expected Deliverables and Acceptance Criteria

Deliverable	**Acceptance Criteria**
Inception Report and Work plan	Includes an agreed methodology, assignment schedule, consultation plan, information requirements and deliverable timetable, approved by M4W.
MEL and Data Management Assessment Report	Provides a clear assessment of existing systems, practices, institutional capacity, gaps, risks and prioritized recommendations for improvement.
Organization-Wide MEL Framework	Includes a standardized results framework and indicator reference sheets specifying indicator definitions, baselines, targets, data sources, collection methods, reporting frequency, disaggregation and responsibilities.
Standardized MEL Tools and Reporting Templates	Includes complete, editable and user-friendly data collection, monitoring, indicator tracking and reporting tools, reviewed or tested with intended users. Identifies feasible opportunities for integrating relevant tools into M4W's existing Odoo system.
Data Quality, Protection and Management Procedures	Establishes clear procedures for data verification, quality assurance, access control, secure storage, information sharing, retention, incident reporting and secure disposal, including appropriate safeguards for sensitive information.
Reporting, Analysis and Organizational Learning Package	Includes reporting formats and calendars, data analysis and visualization tools, performance review mechanisms, learning documentation templates and action-tracking arrangements.
Training Package and Training Report	Includes training materials, agenda, attendance records, practical exercises, participant assessments, feedback and recommendations for continued capacity strengthening.
Final MEL System and	Incorporates validated and revised frameworks, tools and procedures, defined staff responsibilities, reporting arrangements, feasible Odoo

Implementation Roadmap	integration recommendations and an implementation schedule. Includes evidence of staff orientation and testing of selected tools.
Handover Report	Provides a complete inventory of final documents, editable tools, guidance materials, agreed system configurations or integration documentation, outstanding actions and arrangements for continued implementation, monitoring and review.

Submission and Acceptance Requirements

All deliverables shall be submitted electronically in editable formats, with PDF copies of approved final documents. The provider shall ensure that all tools, templates, frameworks and guidance materials are complete, practical and suitable for use by M4W.

M4W shall review submitted deliverables and provide consolidated feedback. The provider shall incorporate agreed revisions within the approved scope at no additional cost. Any proposed Odoo configurations, integrations or additional digital solutions shall be subject to M4W's prior approval.

Final acceptance of all deliverables shall be confirmed in writing by M4W.

Required Qualifications and Experience

Applicants should demonstrate the following qualifications and experience:

- A degree in monitoring and evaluation, statistics, social sciences, development studies, information management, data management or a related field. Equivalent demonstrable professional experience may also be considered.
- At least five years of relevant experience in MEL system development, results-based management, data management or organizational performance monitoring.
- Demonstrated experience developing organizational MEL frameworks, results chains, indicator reference sheets, data collection tools, reporting systems and data quality assurance procedures.
- Strong knowledge of quantitative and qualitative data collection, analysis, interpretation and reporting.
- Experience designing and operationalizing data management systems, including digital data collection, information management and reporting solutions.
- Experience with Odoo or other integrated organizational management systems, particularly in assessing or supporting the integration of MEL and data management functions, is an added advantage.
- Demonstrated experience training and coaching NGO staff in MEL, data management, results-based management and organizational learning.
- Understanding of data protection, confidentiality, informed consent, safeguarding and the safe handling of sensitive programme information.
- Strong analytical, facilitation, documentation, problem-solving and communication skills.
- Experience working with South Sudanese civil society organizations or comparable humanitarian and development organizations is an advantage.

Where firms apply, they should demonstrate the availability of a suitably qualified team with complementary expertise in MEL, data management, digital systems and organizational capacity strengthening.

Evaluation of Applications

Applications will be assessed based on the following criteria:

1. Relevant Qualifications and Experience: Academic qualifications and demonstrated professional experience in MEL, data management, results-based management, and organizational capacity strengthening.
2. MEL System Development Experience: Demonstrated experience in designing, developing, reviewing, and operationalizing organization-wide MEL frameworks, data collection tools, reporting systems, and data quality assurance procedures.
3. Data Management and Protection: Understanding of data quality assurance, data management, confidentiality, data protection, and responsible handling of sensitive information.
4. Methodology and Technical Approach: Relevance, practicality, and suitability of the proposed methodology to M4W's organizational context and requirements.
5. Capacity Strengthening and Knowledge Transfer: Demonstrated ability to train, coach, and mentor staff and support the institutional adoption and use of MEL systems.
6. Work plan and Feasibility: Realism of the proposed work plan, timelines, resource requirements, and approach to delivering the expected outputs.
7. Financial Competitiveness: Value for money, cost-effectiveness, and clarity of the proposed budget.

Experience with Odoo or similar integrated organizational management systems, particularly in relation to MEL and data management, will be considered an added advantage.

M4W reserves the right to seek clarification, request additional information, or conduct interviews with shortlisted applicants before making a final selection.

Expected Results

At the end of the assignment, M4W is expected to have an operational organization-wide MEL and data management system that strengthens institutional performance monitoring, evidence-based decision-making, organizational learning, and accountability.

Specifically, the system should provide M4W with:

- A standardized organization-wide MEL framework with clearly defined indicators, baselines, targets, data sources, and reporting responsibilities.
- Practical, user-friendly, and standardized data collection, monitoring, analysis, and reporting tools.
- Established procedures for data quality assurance, verification, data management, confidentiality, and protection of sensitive information.

- Staff with strengthened knowledge and practical skills to collect, manage, analyze, interpret, report, and use MEL data.
- Clear reporting, performance review, feedback, and organizational learning mechanisms to inform programme improvement and management decisions.
- A practical implementation roadmap outlining responsibilities, timelines, capacity requirements, and opportunities for feasible integration of MEL and data management functions into M4W's existing Odoo system.

The overall result should be a sustainable and practical system that enables M4W to consistently measure progress, demonstrate results, meet accountability and reporting requirements, and use evidence to improve programme quality and organizational effectiveness.

Management and Reporting

The provider shall report to the M4W Executive Director or a designated focal person and work closely with programme, MEL and management staff throughout the assignment.

M4W shall designate focal persons, provide access to relevant available organizational and programme documents, facilitate consultations with relevant staff, and review submitted deliverables within mutually agreed timelines.

The provider shall be responsible for implementing the agreed methodology and work plan, coordinating consultations and assessments, ensuring the quality and timely submission of deliverables, testing proposed tools and procedures, delivering staff training and orientation, and incorporating agreed feedback.

The provider shall also ensure complete handover of all final documents, editable tools, templates, guidance materials and any agreed digital configurations or Odoo integration recommendations. Regular progress updates shall be provided to M4W, and any challenges likely to affect the assignment's quality or timeline shall be communicated promptly.

Major findings, recommendations and proposed system improvements shall be discussed with M4W management before finalization.

Application Requirements

Interested individuals or firms shall submit the following:

1. Technical Proposal: A proposal outlining the applicant's understanding of the assignment, proposed methodology, work plan, and approach to delivering the expected outputs.
2. Financial Proposal: An itemized budget detailing professional fees and any proposed reimbursable costs, with relevant assumptions clearly indicated.
3. CV or Company Profile: An updated CV for individual applicants or company profile for firms, highlighting relevant qualifications, expertise, and experience.
4. Relevant Experience: Examples of similar MEL, data management, organizational systems development, or capacity-strengthening assignments undertaken, where available.

5. Professional References: Contact details of at least two professional referees who can attest to the applicant's relevant experience and professional performance, where applicable.

Ownership, Confidentiality, Data Protection, Safeguarding and PSEAH

All frameworks, tools, templates, reports, training materials, procedures, and other deliverables developed under this assignment shall remain the exclusive property of Men 4 Women (M4W). The provider shall not reproduce, share, publish, or use these materials for purposes beyond the assignment without prior written authorization from M4W.

The provider shall maintain strict confidentiality and use all organizational information and data accessed during the assignment solely for authorized assignment-related purposes. Any personal, confidential, or sensitive information must be collected, accessed, stored, processed, shared, and disposed of securely and in accordance with M4W's applicable policies and procedures, relevant legal and donor requirements, and the principles of informed consent, confidentiality and do no harm.

The provider shall comply with M4W's safeguarding, professional conduct, and Protection from Sexual Exploitation, Abuse and Sexual Harassment (PSEAH) requirements throughout the assignment. M4W maintains zero tolerance for sexual exploitation, abuse, and sexual harassment. Any safeguarding concern, allegation, or incident arising during the assignment must be reported promptly through M4W's designated reporting mechanisms. All concerns shall be handled in accordance with survivor-centered principles, confidentiality, non-discrimination, and protection from retaliation.

The provider shall ensure that any personnel engaged in the assignment understand and comply with these obligations. Breaches may result in appropriate action, including termination of the contractual engagement.

Submission of Applications

Interested individuals or firms shall submit their complete applications electronically to men4womensouthsudan@gmail.com, using the subject line: Application – Development and Operationalization of M4W's Organization-Wide MEL and Data Management System.

M4W reserves the right to reject any application or cancel the selection process in accordance with its applicable procurement procedures, without obligation to select any applicant.