

Terms of reference and technical Specifications

1. General information

Assignment name	MEAL Specialist
Beneficiary	Waste Management and Circular Economy Project in the Province of Luanda, Angola
Country	Remote with mission(s) in Angola
Contract type	Framework of services with a maximum number of working days, mobilised through purchase orders
Total estimated number of days	100 working days maximum
Deadline for submission	19/11/2026 at 23:59 PM (Paris time)

2. Context and justification of the need

2.1. Expertise France

Expertise France (EF) is a public agency and the inter-ministerial actor in international technical cooperation, subsidiary of the Agence Française de Développement Group (AFD Group). As the second largest agency in Europe, it designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Governance, security, climate, health, education... It operates in key areas of development and contributes alongside its partners to the implementation of the Sustainable Development Goals (SDGs). For a world in common.

For more information: www.expertisefrance.fr

2.2. The project

The project aims to improve solid waste management in Luanda while fostering the development of circular economy initiatives in Angola. This four-year programme is funded by the European Union and co-financed by the French Republic, and implemented by a consortium composed of Expertise France, Camões – Instituto da Cooperação e da Língua, I.P., the International Finance Corporation (IFC), and the Fundación para la Internacionalización de las Administraciones Públicas (FIAP).

The action focuses on strengthening institutional, regulatory, and technical capacities, improving service delivery and financial sustainability, mobilizing private investment, and promoting inclusive and sustainable employment in the sector.

Expertise France leads the programme coordination and contributes to Outcomes 1 and 2, that aims at strengthening the policy and regulatory framework at national level and reinforcing the institutional, human, and technical capacities of local authorities, including the implementation of pilot projects on waste management and circular economy.

FIAP contributes to Outcome 2, focusing on the strengthening of the financial and budgetary capacities of municipalities to improve the sustainability of waste services and facilitate access to investment.

IFC is responsible for Outcome 3, which focus on mobilizing private sector investment and structuring bankable projects in infrastructure and circular economy.

Camões, I.P. leads Outcome 4, which goal is to support the dignification of the informal sector and promoting access to decent and inclusive employment opportunities, with a strong emphasis on gender equality.

2.3. Background and justification

Luanda Province concentrates a significant share of Angola's population and generates the largest volume of municipal solid waste in the country. Rapid urbanisation, infrastructure deficits and institutional constraints have created persistent challenges in waste management across the province. The national reference framework, the PESGRU (*Plano Estratégico para a Gestão de Resíduos Urbanos*, Presidential Decree 196/12) and the National Development Plan (*Plano de Desenvolvimento Nacional*) 2023-2027 set some targets and is due for revision. Moreover, sector data are fragmented across the Ministry of Environment (MINAMB), the National Waste Agency (ANR), the Provincial Government (GPL) and municipal administrations and the operators.

This context has two direct consequences for the steering of the programme. First, several indicators of the logical framework annexed to the Description of the Action rely on data that are not currently produced, or are produced with unverified quality, so that baseline values and targets cannot be considered established. Second, the action is delivered by four organisations with distinct mandates, reporting obligations and internal monitoring systems, which requires a harmonised data flow towards Expertise France as coordinator.

Expertise France will be simultaneously implementing an Integrated Diagnostic and Strategic Roadmap for solid waste management and circular economy in Luanda Province (hereafter "the Diagnostic"). The Diagnostic includes the assessment of data availability, quality, reliability and institutional data flows and the production of validated baseline values for the indicators of Components 1 and 2 and the associated Impact level, together with an assessment of sector planning, data and monitoring systems, and the proposal of a monitoring system for the strategic roadmap and of a reinforced sector-wide data management system.

The programme, however, is a single Action with a single logical framework, a single set of results reported to the European Union, and Expertise France as the coordinator responsible for consolidating that reporting. The MEAL system cannot therefore be designed for half of the results framework.

Expertise France therefore requires a senior MEAL specialist to design, operationalise and hand over a MEAL system for the project.

3.Objectives and expected results

Expertise France (EF) is looking for a senior MEAL specialist to develop a comprehensive and robust MEAL framework for the programme, based on a clear definition of roles and responsibilities between Expertise France and the implementing partners, in order to guide its management, adaptive implementation and results reporting.

The system should allow for the collection, processing and analysis of data, and make a concrete and continuous link with learning to support operational and strategic decision-making. The MEAL system should also serve accountability purposes, both upwards (donor) and downwards (national and local partners and end beneficiaries).

The Specialist shall design a system that is proportionate to the programme's information needs and to the availability and quality of data. Particular attention shall be given to identifying which indicators can be monitored routinely, which should be measured only at selected points in time (e.g. baseline/endline).

The Specialist will hand over the MEAL framework, processes and tools to the local MEAL Officer to be recruited, to the project team and designated MEAL focal points of the implementing partners. Appropriate training and coaching shall be provided to ensure effective ownership and use of the system.

4.Description of the assignment

4.1. Planned activities

The Specialist will be expected to carry out and deliver on the following tasks:

1) Intervention logic and provisional results framework

- Review the Description of the Action (DoA), the logical framework annexed to the financing agreement, partner proposals and existing monitoring instruments of the four implementing organisations;
- Design and facilitate a participatory workshop (preferably, in-person) with EF team and partners to review and update the theory of change (ToC);
- Clarify the intended outcomes and impacts, ensuring they are realistic, measurable and logically linked to the activities;

- Review the assumptions in the TOC and verify their continued validity;
- Support the team and implementing partners in analysing synergies, complementarities and overlaps within and across project components, and in taking these elements into account when refining the logic of intervention;
- Conduct an indicator feasibility and evaluability assessment and support the revision of the contractual logical framework, ensuring that indicators are relevant, measurable, realistic and aligned with the programme's intervention logic and EU reporting requirements;
- Identify a complementary and proportionate set of non-contractual indicators, including Expertise France corporate indicators (THEMA), management and process indicators, qualitative indicators, and indicators supporting programme learning, communication and strategic decision-making;
- Support Expertise France in preparing the justification and documentation required for the formal approval of any proposed revisions to the contractual logical framework by the European Union, including participation in technical discussions with the EU Delegation where necessary;
- Refine the Programme logframe (for components 1 and 2) and produce recommendations for components 3 and 4.

Expected deliverables:

- A finalised TOC and narrative note, that illustrates the short, medium and long term changes the project wishes to achieve and/or support.
- A revised logframe for components 1 and 2 (with gender-sensitive indicators, risks and assumptions) and recommendations for components 3 and 4.
- An indicator responsibility matrix identifying, for each indicator, the responsible implementing partner, data collection focal point, data source, verification responsibilities and reporting frequency.

2) Quality assurance of the baseline produced by the Diagnostic

- Participate in the kick-off meeting of the Diagnostic assignment, to guarantee the understanding of the MEAL system by the project;
- Provide Expertise France with a written technical review of the Diagnostic's Inception Report, covering the sampling design, the data collection instruments, the disaggregation plan, the ethical protocols and the data quality assurance arrangements, and to guarantee alignment with the MEAL system of the project;
- Review the baseline chapter of the Diagnostic's deliverable on behalf of Expertise France and issue a formal quality opinion prior to its acceptance, covering calculation methods, sources, uncertainty, limitations and traceability;
- Where values are rejected or judged insufficiently robust, specify the corrective measures to be requested from the Diagnostic consultant.

Expected deliverables:

- Technical review note on the Diagnostic Inception Report
- Quality opinion on the baseline chapter of deliverable.

3) Establish an operational MEAL system for the programme, and provide the team with tools to effectively monitor programme progress and achievement

- Develop a coherent set of indicators (output, outcome and context indicators) capturing both quantitative and qualitative information to measure progress towards achieving the desired changes. This set of indicators will reflect the logframe, the internal indicators of EF (Thema indicators) and all the other indicators applicable to the project (extra-contractual);
- Elaborate indicator reference sheets and ensure shared understanding of definitions and calculation methods;
- Review existing documents and input from team and partners to compile baseline values; identify missing information and support the design of baseline or other surveys to inform missing values;
- Lead the process of setting realistic and appropriate targets for each indicator;
- Identify and validate sources of verification, using existing data where possible;
- Provide recommendations on data collection, management and quality assurance systems;
- Support the elaboration of data collections tools (interview guide, survey, observation grids...);
- Develop a data flow mechanism and harmonised reporting tool that ensures reliable, consistent and timely transmission of data from implementing partners to EF for consolidation and analysis;
- Draft and finalise the MEAL framework guidelines document (including principles, procedures, templates, roles, reporting frequencies and data sources);
- Design and prototype a consolidated dashboard (using accessible tools) to visualise progress against key indicators and facilitate data-driven decision-making by EF and partners;
- Support the team in developing the learning and knowledge management strategy, including an action plan and indicative budget;
- Establish data management rules (including principles, procedures, templates, roles and responsibilities, reporting frequencies, data sources, data management rules, quality assurance, indicator revision procedures and links to EU reporting).

Expected deliverables:

- Indicator reference sheets
- Baseline plan (and Terms of Reference for complementary surveys, if applicable)
- Provisional indicator target values
- MEAL framework guidelines document
- Data collection and management processes
- Harmonised reporting framework and templates
- Dashboard (or structure for one) for monitoring progress,
- Concept note, action plan and budget for the learning strategy.

At programme level, it is expected to provide a harmonised data collection mechanism that will organise the data collection to be carried out and submitted by the implementing partners. This implies that the consultant will need to engage with all implementing partners, and his or her role will be to support harmonisation, technical coherence, quality assurance and possibly aggregating reporting from across all components.

4) Hand over and capacity building

- Coach and mentor the MEAL Officer on the use of the MEAL framework, data tools, and reporting templates;
- Conduct joint testing of key monitoring tools and processes with the MEAL Officer and project team, on a real reporting cycle and adjust the tools accordingly;
- Provide technical guidance on results-based management and MEAL to EF staff and implementing partners as needed;
- Recommend follow-up capacity-building actions to ensure continuity and autonomy after the Specialist's departure.

Expected deliverables:

- Coaching and handover plan,
- Training session materials and/or user manuals (if needed)
- Recommendations for ongoing support to the MEAL Officer.

5) During the implementation phase

- Provide intermittent remote support on a part-time basis for indicator tracking, data consolidation, and risk monitoring;
- Contribute to the semi-annual reviews and to the annual progress reports with indicators' evolution toward the settled targets;
- Assist the team in formulating an evaluation strategy tailored to the programme's operational context, learning objectives and donor requirements;
- Support the development of a learning and knowledge management strategy, to promote continuous improvement. Ensure lessons learned from implementation are captured and documented effectively;
- Facilitate reflection workshops to capture lessons learned and recommend adjustments to the intervention logic, the indicators or the monitoring arrangements.

Expected deliverables:

- Indicator tracking updates and risk monitoring notes,

- Evaluation and learning strategy and plan (incl. draft terms of reference for the mid-term evaluation),
- Reflection workshop reports with recommendations.

4.2. Level of effort and indicative schedule

The breakdown below is provided for information purposes only. Each Purchase Order issued under the contract will specify the scope of services, expected deliverables, implementation schedule and the number of working days to be mobilised for the assignment concerned, within the overall contractual ceiling of 100 working days.

Phase	Est. working days (max.)
Intervention logic and provisional results framework	15
Quality assurance of the baseline produced by the Diagnostic	8
Establish an operational MEAL system for the programme	35
Hand over and capacity building	10
During the implementation phase	32
Total	100

4.3. Expected methodology and crosscutting requirements

The proposed methodology shall include:

- Use a collaborative working method throughout the assignment and for each of the tasks described above, with all the stakeholders concerned.
- The programme is a single Action with a single logical framework, a single set of results reported to the EUD, and Expertise France as the coordinator responsible for consolidating that reporting. The MEAL system cannot therefore be designed for half of the results framework. Recommendations concerning Components 3 and 4 are addressed to Expertise France and to the partner concerned.
- The MEAL strategy and system must therefore be designed to remain usable under uncertainty: each indicator shall carry an explicit statement of its source, known limitations and confidence level.
- Unless technically impossible and duly justified, all people-related indicators shall be disaggregated by sex, age group, disability status, formal or informal status of the worker, and municipality. The Expert applies gender, diversity and inclusion principles throughout the design of the system and of its tools.
- The Expert upholds Expertise France's Code of Conduct and its safeguarding policy, maintains impartiality and independence, and ensures ethical standards in the design of data collection instruments, including informed consent, confidentiality, do-no-harm and the protection of vulnerable respondents. Data management rules shall comply with the EU General Data

Protection Regulation and with the applicable Angolan legislation on the protection of personal data, and shall cover anonymization, storage location, access rights and retention periods.

4.4. Coordination, reporting and validation

The Consultant shall designate a single contact person for project implementation purposes.

The Consultant will work under the supervision of the Project Manager of Expertise France and in close coordination with the team (including implementing partners).

Expertise France facilitates access to the implementing partners, to programme documentation and to the Diagnostic consultant.

All deliverables are submitted first as drafts. Expertise France returns one consolidated set of comments within ten working days of receipt, including comments gathered from the implementing partners where relevant. One consolidated revision round is included in the price unless otherwise agreed. A deliverable is deemed accepted upon written confirmation by the Programme Manager.

4.5. Place and duration

The assignment will be performed primarily remotely, with missions to Luanda mobilised according to the needs of individual Purchase Orders. The assignment runs from contract signature until September 2029.

5.Required profile

Expertise France is looking for one named senior expert.

5.1. Essential requirements

- Master's or doctoral degree, preferably in social sciences, international relations, project management, environmental studies, or another relevant field;
- Minimum of 8 years' experience in MEAL positions in large, complex, long-term programmes.
- Demonstrated ability to design and deliver performance monitoring and results frameworks, including indicator development and testing, baseline design, and data collection and analysis.
- Proven experience of EU results reporting requirements, of logical frameworks annexed to EU financing agreements, and of the procedure for amending contractual annexes.
- Proven experience of MEAL coordination in a multi-partner consortium, including the harmonisation of reporting across organisations with distinct systems.
- Demonstrated ability to quality-assure baseline studies or surveys carried out by third parties, including review of sampling designs and data quality assessment.

- Practical ability to build monitoring dashboards in Power BI or Excel, evidenced by a sample of previous work.
- Experience in coaching and capacity building of national monitoring staff.
- Excellent written and spoken command of Portuguese and English.

5.2. Assets

- Experience in Angola, in Lusophone Africa or in comparable institutional contexts.
- Familiarity with the solid waste, urban services, circular economy, municipal governance sectors or related environmental sectors.
- Experience with sector-level monitoring systems and/or administrative data systems involving national and local public institutions.
- Experience with accountability mechanisms and feedback and complaints response systems.
- Previous experience working with Expertise France or comparable European development cooperation agencies, including familiarity with institutional MEAL frameworks, corporate indicators, results-based management and reporting procedures.
- Working knowledge of French.

6. Application Process

Interested candidates (individual experts or firms proposing one named key expert) should submit the following documents:

- An updated curriculum vitae (CV), clearly demonstrating relevant qualifications, professional experience and technical expertise in relation to the Terms of Reference (maximum 5 pages);
- A brief portfolio presenting up to three examples of relevant MEAL-related assignments or deliverables, such as results frameworks, MEAL systems, baseline methodologies, monitoring tools or data quality assurance exercises.

Applications will be assessed against the qualifications, competencies and professional experience required for the assignment:

Criteria	Points
Academic qualifications	5
General MEAL experience	15
Results frameworks and EU reporting	20
Baseline assessment and quality assurance	15
Experience in developing and implementing practical MEAL tools, including data collection protocols, data management procedures and monitoring dashboards	15
Experience in coordinating MEAL activities across multiple organisations, facilitating collaborative processes and strengthening the capacities of project teams and national counterparts	15

Previous experience with Expertise France or comparable development cooperation agencies	5
Experience in Angola, Lusophone Africa or comparable contexts	5
Familiarity with solid waste management, circular economy, municipal governance or sector-level monitoring systems	5

Expertise France will establish a shortlist of qualified experts. Shortlisted candidates will be invited to participate in a further consultation process, which may include the submission of a brief technical methodology and indicative work plan.

7. Practical information

1. Language of assignment: Portuguese and English. The TOC, the logical framework, etc. are produced in English, which is the reporting language towards the EU. Training materials, user manuals, workshop facilitation and the feedback mechanism documentation are produced in Portuguese. Working sessions with national and local stakeholders are held in Portuguese.
2. All travels shall be borne by Expertise France. All costs and logistic related with the validation workshops are under the responsibility of EF.
3. Expertise France shall facilitate meetings with the stakeholders when deemed appropriate.
4. All deliverables, tools, templates, datasets and models produced under this assignment are the exclusive property of Expertise France and may be used, adapted and disseminated without restriction. Deliverables are handed over in editable native formats, including spreadsheet models with live formulas and dashboard source files with their data model, not only in PDF. No component of the system may depend on a proprietary licence held personally by the Expert.
5. During the implementation of the assignment, the visibility of the European Union as donor of the project must be ensured. All reports and deliverables must include the emblem of the European Union (with the words "Financed by the European Union"), the logos of Expertise France, as well as the following "standard" disclaimer: *"This publication has been produced with the financial support of the European Union. The contents are the sole responsibility of <name of author/partner> and do not necessarily reflect the views of the European Union"*. Templates will be shared accordingly.