



# **Request for Proposals (RFP)**

## **Consultancy Services for PMO Strengthening, Strategic Execution and MEAL Framework (Lightweight Implementation & Facilitation)**

### **1. Background**

The West and Central African Research and Education Network (WACREN) is implementing strategic initiatives under the AfricaConnect4 (AC4) programme to strengthen regional research and education infrastructure, open science ecosystems, trust and identity services, and cybersecurity capabilities.

To support effective delivery, WACREN is enhancing its Project Management Office (PMO) to improve strategic plan execution, programme and project tracking, performance monitoring, reporting, organisational learning, and accountability. Operating within a lean structure, the PMO requires a simple, practical, and sustainable approach to PMO operations and MEAL (Monitoring, Evaluation, Accountability, and Learning) frameworks.

### **2. Objective of the Consultancy**

Equip WACREN leadership and the PMO with a practical, lightweight system for strategic plan execution, performance tracking, reporting and implementation of MEAL frameworks. The consultancy will emphasise capacity building, framework design, and guided adoption rather than complex system development.

### **3. Scope of Work**

#### **3.1 PMO Review and Context Alignment**

- Review current PMO practices, tools, and reporting approaches
- Identify gaps in project tracking, reporting, and execution
- Align recommendations with WACREN's operational reality and AC4 reporting requirements



### 3.2 Lightweight MEAL Framework Design & Implementation

- Develop a basic results framework aligned to WACREN programmes
- Define a concise KPI set covering programme/project delivery, service adoption, and capacity building
- Provide indicator definitions, data collection methods, reporting frequency, and roles

### 3.3 Two-Tier PMO Reporting & Decision Model

- **Operational tracking (PM level):** project tracking, KPI updates, monthly reporting
- **Strategic oversight (Leadership level):** programme summaries, key risks/issues, decision points

### 3.4 PMO Tools and Templates

- Integrated PMO tracking tool (projects, KPIs, status)
- Leadership dashboard or summary view
- Templates for monthly PMO reports, quarterly summaries, and donor-oriented reporting

### 3.5 Capacity Building Workshop (In-Person, 5 Days)

- Strategic plan execution and monitoring in a lean PMO
  - Practical results-based management
  - Hands-on development of KPIs, tracking tools, and reporting templates
- The workshop must prioritise working sessions and produce usable outputs.

### 3.6 Post-Workshop Support (Up to 12 Months)

- Monthly or bi-monthly virtual check-ins
- Review of PMO reports and tools
- Guidance on implementation challenges
- Refinement of indicators and reporting processes

### 3.7 Reporting

- Post-workshop report summarising activities and outputs
- Final report including progress, lessons learned, and recommendations



## 4. Duration and Level of Effort

- Contract duration: Up to 12 months
- Level of effort: ~40 consultancy days
- Workshop: 5 consecutive in-person days
- Location: To be determined by WACREN

## 5. Deliverables

- PMO review and recommendations
- Lightweight MEAL framework
- Defined KPI set and indicator reference
- Two-tier reporting structure
- Integrated PMO tracking tool
- Leadership dashboard
- Reporting templates (monthly, quarterly, donor-oriented)
- Training materials
- Post-workshop report
- Final consultancy report

## 6. Expected Outcomes

WACREN will be able to:

- Operate a structured PMO tracking system
- Produce consistent monthly and quarterly reports
- Monitor programme performance using defined KPIs
- Provide leadership-level visibility on performance, risks, and priorities
- Enable timely, informed decision-making
- Maintain and evolve the MEAL framework independently

## 7. Cost and Financial Proposal

Total budget: **Up to €15,000 (VAT inclusive).**

The financial proposal should include:

- Professional consultancy fees



- Consultant-related costs (including travel/accommodation for the workshop)

WACREN will cover for staging and its own staff participation costs.

## 8. Consultant Qualifications

Consultants should demonstrate:

- Academic/professional background in M&E, PM, or related fields
- 5–10+ years of relevant experience
- Proven experience in MEAL frameworks, PMO support, and capacity-building workshops
- Ability to translate concepts into simple tools and support lean teams
- Experience working in Africa (advantage)

## 9. Submission Requirements

### Technical Proposal

- Understanding of the assignment
- Approach and methodology
- Draft workshop agenda
- Approach to practical implementation and follow-up

All proposals should be submitted via email to: [pmo@wacren.net](mailto:pmo@wacren.net)

### Financial Proposal

- A detailed quotation (financial proposal). Proforma should be addressed to WACREN Vice Chancellors Ghana Office Complex, IPS Road, Ghana.

### Supporting Documents

- CV(s)
- Two (2) references



## 10. Evaluation Criteria

- Relevant experience
- Practicality and clarity of methodology
- Understanding of lean PMO environments
- Value for money
- Feasibility and sustainability of the proposed approach

## 11. Timelines

Activity	Deadline
Invitation for submission of proposals	20 April 2026
Submission of final enquiries from vendors	1 May 2026
Submission of final proposals	22 May 2026
Notice of Vendor Selection	3 June 2026
Contract Signing	19 June 2026