**Terms of reference**

(Short Term consultancy)

1. **General information**

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| Assignment name | **MEAL Expertise** |
| Beneficiary | Implementation of the Circular Economy Roadmap in Mauritius |
| Country | Mauritius |
| Deadline for submission | 17 December 2025 at 12:00 PM (Paris time) |

1. **Context and justification of the need**

**Expertise France** is the France’s public agency and interministerial actor in charge of international technical cooperation, the second-largest in Europe. As a subsidiary of Agence Française de Développement Group (AFD Group), it designs and implements projects that sustainably strengthen public policies in developing and emerging countries. Expertise France works in key areas of development: governance, security, climate change, health, education, and more. Alongside its partners, it contributes to achieving the Sustainable Development Goals (SDGs).

**Implementation of the Circular Economy Roadmap of Mauritius**: The Republic of Mauritius considers the adoption of a Circular Economy (CE) model as a priority to effectively address the challenges of environmental degradation, climate change, biodiversity loss, women's empowerment, and inequality. This is reflected in the Vision 2050 outlined in the Mauritian CE Roadmap, which envisions a circular economy deeply embedded in the culture—generating sustainable production and consumption, driving the regeneration of nature, positively impacting people’s lives and the environment, and fostering the creation of green jobs and sustainable business opportunities.

The proposed action, financed by the European Union, contributes to the specific objective of ***"Supporting the government in achieving its own goals in renewable energy production, waste management, and environmental protection, as set out in the National Environmental Strategy 2020–2030."***

1. **Objectives and desired results**
   1. **General objective**

The objective of the assignment is to provide a MEAL expertise for the total duration of the project.

* 1. **Specific objectives**

1. **Support to the Mauritian Ministry of Environment, Solid Waste Management and Climate Change** in monitoring the circular economy policy in Mauritius. Specifically, this support will benefit the Steering Committee for the CE policy, enabling it to monitor and evaluate its implementation. The team of expert will propose data collection tools and a methodology to highlight the results of the actions carried out. A transparent monitoring and evaluation (M&E) framework will be developed—gender-sensitive and evidence-based—aligned with the CE roadmap and action plan.
2. **Monitoring of the Expertise France project "Implementation of the Circular Economy":** The team of experts will be responsible for developing a complete and robust **MEAL** (Monitoring, Evaluation, Accountability, and Learning - MEAL) system for the project, to guide its management and implementation. This includes: Reviewing the logical framework and defining relevant monitoring indicators, Developing a monitoring, evaluation, accountability, and learning plan, Establishing a baseline, Setting up project-level monitoring tools, Data collection and compilation. The team of experts will contribute to project reporting to the EU Delegation (DUE), ensuring the quality of deliverables, and drafting interim and final technical reports. They will work closely with the project manager and lead experts. The M&E system must also serve accountability purposes—both upward (donors) and downward (beneficiaries).
3. **Description of the assignment**
   1. **Planned activities**

The MEAL teamwill be mobilized on a part-time basis to provide regular and targeted support to both the project beneficiaries and Expertise France. A call-off contract will define the mobilization needs on a quarterly basis. They will work under the supervision of the Project Manager, in close collaboration with the Project Officer at Expertise France headquarters, and other team members. Several trips to Mauritius per year are expected.

The Monitoring & Evaluation Expert team will be specifically responsible for:

**Mission 1 – Support for Monitoring the Circular Economy Roadmap** (Approximate time allocation: 117 days):

The National Circular Economy Roadmap already includes a monitoring and evaluation framework based on two levels of indicators: Macro-indicators, which measure impacts and the achievement of long-term strategic goals; and Micro-indicators, which monitor the operational implementation of the planned actions.

The team of experts will support the Steering Committee and the ministries and agencies involved in the operationalization and use of this monitoring framework so that it becomes fully integrated into public governance mechanisms.

**Tasks will include:**

1. **Development** of the project's MEAL plan:

* Review the logical framework and its indicators, clearly defining for each: the indicator's definition, means of verification, calculation methods, frequency, and responsible parties;
* Define baseline values and targets for each indicator. If establishing baseline values requires in-depth investigation, support the team in conducting a baseline survey;
* Clarify data flow: collection, transmission, consolidation, visualization, use for decision-making and project management, reporting;
* Establish data management rules (archiving, confidentiality, quality control, GDPR compliance).

1. **Diagnosis of the existing system:**

* Conduct an analysis of existing mechanisms and practices related to the collection, management, sharing, and use of circular economy-related data (at ministerial, sectoral, and statistical levels);
* Identify available data sources, assess their quality, update frequency, and detect any gaps or redundancies;
* Map the actors involved in data production, compilation, and use (ministries, agencies, observatories, private sector, civil society);
* Examine current inter-institutional coordination and reporting arrangements)
* Formulate recommendations to improve the reliability, consistency, and accessibility of data, building on existing capacities.

1. **Support for the operationalization of the monitoring framework:**

* Clarify and harmonize definitions, means of verification, and responsibilities associated with the indicators (macro and micro);
* Train and support ministries, agencies, and statisticians to improve the quality, regularity, and consistency of quantitative and qualitative data;
* Develop practical formats and tools (dashboards, reporting templates, visualization tools) to consolidate and share data;
* Facilitate the collective analysis of results within the Steering Committee to identify gaps between actual results and objectives, and propose corrective measures;
* Integrate environmental, economic, social, and gender dimensions into the monitoring process to ensure a cross-cutting and inclusive approach;
* Support the Steering Committee in organizing periodic reviews of the roadmap: an annual review to identify immediate challenges and suggest adjustments, and a triennial evaluation to measure overall progress.

Thus, the mission will be based on the existing framework (diagnosis), and will aim to structure and strengthen it so that it becomes a true management and accountability tool for the public circular economy policy.

This task proposal and the development of the mission (timeline) will be discussed with the consultant in order to establish a provisional schedule for initial support, monthly support, and periodic missions.

**Mission 2 – Monitoring of the Expertise France Project: "Implementation of the Circular Economy":** (Approximate time allocation: 40 days):

In parallel, the team of experts will support the project team and its partners in designing and implementing a MEAL (Monitoring, Evaluation, Accountability, and Learning) system to enable effective project management, upward and downward accountability, and collective learning.

1. **Development of the project's MEAL plan:**

* Review the logical framework and its indicators, clearly defining for each: the indicator's definition, means of verification, calculation methods, frequency, and responsible parties;
* Define baseline values and targets for each indicator. If establishing baseline values requires in-depth investigation, support the team in conducting a baseline survey;
* Clarify data flow: collection, transmission, consolidation, visualization, use for decision-making and project management, reporting;
* Establish data management rules (archiving, confidentiality, quality control, GDPR compliance).

1. **Implementation and operationalization:**

* Ensure regular updates of the monitoring system, verifying the quality of collected data and maintaining interactive tools;
* Liaise with project experts and stakeholders to support data collection and interpretation;
* Develop and implement decision-making dashboards enabling the project team to track progress and adjust interventions;
* Contribute to semi-annual reviews and integrate monitoring and evaluation results into technical reports;
* Propose and develop a knowledge capitalization plan, in collaboration with the Communication Officer, to create suitable communication materials;
* In collaboration with the Project Manager and HQ, prepare terms of reference for the final evaluation and contribute to quality control of this process.

1. **Continuous adaptation:**

* Update the monitoring and evaluation system and data collection tools as needed, based on project developments;
* Ensure the system remains aligned with project priorities, beneficiaries' needs, and donor expectations.

This task proposal and the development of the mission (timeline) will be discussed with the consultant to define an estimated schedule for initial support, monthly support, and periodic missions.

* 1. **Anticipated deliverables**

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| Activities | Deliverables |
| **1. Support to the Maurtitian Ministry of Environment and Ministry of Commerce** | |
| Starting phase | * 1. Mission inception note (methodology, milestones, planning) |
| Project MEAL plan | * 1. Reviewed logical framework, with a detailed definition sheet for each indicator, specifying the indicator’s definition, means of verification, calculation method, frequency, and responsible parties;   2. Baseline and target values established for all indicators, including a baseline survey report if required to determine initial values;   3. Data flow mapping document, describing the full process from data collection to transmission, consolidation, visualization, use for decision-making and project management, and reporting;   4. Data management protocol/manual, outlining procedures for archiving, confidentiality, quality assurance, and compliance with GDPR standards. |
| Diagnostic of the Existing System | * 1. Analytical report on existing mechanisms and practices related to the collection, management, sharing, and use of circular economy data — covering ministerial, sectoral, and statistical levels;   2. Inventory of available data sources, including an assessment of data quality, update frequency, and identification of gaps or redundancies;   3. Stakeholder mapping detailing actors involved in data production, compilation, and use (ministries, agencies, observatories, private sector, civil society);   4. Brief on current coordination and reporting mechanisms, analyzing inter-institutional arrangements and data-sharing processes; |
| Capacity-Building Activities | * 1. Design and deliver training sessions for ministries, agencies, and statisticians to strengthen their skills in collecting, managing, and analyzing quantitative and qualitative data;   2. Develop and disseminate training materials and guidance documents on data quality standards, regular reporting practices, and consistency checks;   3. Provide ongoing technical support and coaching to institutional focal points to ensure the application of harmonized data management and reporting procedures;   4. Facilitate peer-learning workshops to share good practices and lessons learned across institutions involved in the monitoring framework. |
| Support for the Operationalization of the Monitoring Framework | * 1. Harmonized indicator reference framework, detailing for each indicator (macro and micro levels): definitions, means of verification, calculation methods, and responsibilities of the involved entities;   2. Capacity-building report and training materials for ministries, agencies, and statisticians, documenting activities conducted to improve the quality, regularity, and consistency of quantitative and qualitative data;   3. Set of operational monitoring tools, including standardized dashboards, reporting templates, and data visualization formats to facilitate data consolidation and sharing;   4. Analytical brief on results discussions, summarizing the collective analysis conducted within the Steering Committee, identifying gaps between achieved and expected results, and proposing corrective measures;   5. Guidelines for integrating cross-cutting dimensions (environmental, economic, social, and gender) into the monitoring process to ensure inclusiveness and coherence;   6. Review reports of the roadmap, including: * an annual review report highlighting immediate challenges and adjustment needs, (Updated indicators table) * a triennial evaluation report assessing overall progress toward objectives. |
| **2. Monitoring of the Expertise France projet « Implementation of the Circular Economy »** | |
| Project MEAL plan | * 1. Reviewed logical framework with clearly defined indicators, including definitions, means of verification, calculation methods, frequency, and responsible parties.   2. Baseline values and targets established for all indicators; support provided for baseline surveys where needed.   3. Documented data flow covering collection, transmission, consolidation, visualization, use for decision-making, project management, and reporting.   4. Data management rules established, including archiving, confidentiality, quality control, and GDPR compliance |
| Implementation and Operationalization | * 1. Updated monitoring system with verified high-quality data and maintained interactive tools.   2. Regularly collected and interpreted data in collaboration with project experts and stakeholders.   3. Decision-making dashboards developed and operational, enabling progress tracking and adaptive interventions.   4. Semi-annual review reports integrating monitoring and evaluation results.   5. Knowledge capitalization plan and associated communication materials produced in collaboration with the Communication Officer.   6. Terms of reference for the final evaluation prepared, with quality control ensured in coordination with the Project Manager and HQ |
| Continuous adaptation | * 1. Updated monitoring and evaluation system and data collection tools in response to project developments.   2. Ensured alignment of the system with project priorities, beneficiaries’ needs, and donor expectations. |

* 1. **Coordination**

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

Mr Etienne BAUDON of the Sustainable Development Department will be the service provider’s sole contact person for Expertise France

E-mail: [etienne.baudon@expertisefrance.fr](mailto:etienne.baudon@expertisefrance.fr)

1. **Place, duration and terms of performance**
   1. **Implementation period: January 2026 to September 2029**
   2. **Start date: 01/01/2026**
   3. **End date: 14/09/2029**
2. **Required expertise and profile**

**Profile of the designated expert(s) responsible for contract execution**

1. Education

* Master’s degree (minimum Bac+5 level)

1. Required qualifications & professional experience

* Holders of a postgraduate degree (minimum Bac+5) in statistics, development economics, political science, or any other profile relevant to the tasks to be performed;
* At least 7 years of experience in developing and using monitoring and evaluation systems, preferably in the fields of sustainable development, governance, and the implementation of public policies in the context of international development cooperation projects;
* Experience in developing digital tools for data collection and analysis is a plus (M&E-focused software, data collection and analysis tools, data visualization; proficiency in data collection software such as Kobo Toolbox, Survey CTO, ODK, etc.; analysis software such as R, SPSS, Stata, etc.; and data visualization tools like PowerBI; good knowledge of more comprehensive monitoring software);
* Good knowledge of project management practices and procedures (logical framework, programming, implementation, reporting, etc.) and familiarity with donor practices, particularly AFD;
* Experience in the field of circular economy and in supporting public policies on this topic is an advantage
* Understanding of gender-related issues is an asset;
* Knowledge of the Indian Ocean region or Mauritius is a plus.
* The project may benefit from the support of local expertise to provide guidance, strengthen capacities, and ensure context-specific adaptation of activities.

1. Skills

* Teamwork and coordination skills, excellent interpersonal skills;
* Strong capacity for teamwork, flexibility, organizational skills, responsiveness;
* Strong writing skills (reports, briefs, strategies, etc.);
* Pragmatic with proven ability to produce tools and documents within tight deadlines;
* Excellent written and spoken French;
* Excellent written and spoken English;
* Ability to engage the team in monitoring processes and tool usage;
* Excellent training facilitation skills;
* Ability to adapt in a multicultural context.