

Call for Expression of Interest:

Development of Initiative-Level and Cross-Cutting KPIs

Prince Albert II of Monaco Foundation

Background

The Prince Albert II of Monaco Foundation (PA2F) is entering a critical phase of its strategic planning cycle, with a major milestone ahead: the development of its 5-year plan to 2030 and the presentation of its 5-year assessment for the 2026 General Assembly Meeting. With 13 initiatives currently underway across themes including marine conservation, biodiversity, climate resilience, and sustainable development (Annex 1), PA2F aims to strengthen its ability to measure, compare, and communicate the impact of its work more holistically.

These *initiatives* are typically composed of a group of stakeholders brought together, led, and coordinated by the Foundation, joining forces to address a specific issue and bring added value to the current landscape (Annex 1). The initiatives operate as funders themselves, issuing their own calls for projects. As such, the Foundation's impact depends largely on the quality and outcomes of the projects it supports, rather than direct implementation. The diversity of project types and the implementing organisations, which vary significantly in size, structure, and capacity to monitor and evaluate their work, adds an additional layer of complexity when it comes to assessing overall impact.

The initiatives further differ in their stage of development, with launch dates ranging from three to ten years ago. As a result, they demonstrate varying levels of operational maturity and measurable impact. While several have already established a framework of Key Performance Indicators (KPIs), many are still in the process of defining their monitoring and evaluation approaches. This variation limits both consistent internal performance tracking and the Foundation's ability to communicate a cohesive and comprehensive narrative of its overall impact.

Objectives

To address this, PA2F is seeking support from a consultant to:

1. Ensure that each initiative has a **fit-for-purpose set of KPIs** that is
 - a) tailored to its strategic objectives and operational context
 - b) grounded in science-based methodological frameworks and best practices
 - c) embedded in international policy and regulatory frameworks
 - d) comprehensive of the diversity of projects supported by each initiative and the capacity of the implementing organizations to measure impact
2. Build a **cross-cutting framework of KPIs** that aligns with PA2F's strategic plan and synthesizes quantitative metrics of impact from each initiative into a coherent picture of institutional impact that can be used for monitoring and reporting
3. Assess **internal capacity and competencies** (human and technical) to
 - a) estimate the human resources (man-hours) needed to implement the KPI system
 - b) identify any gaps in training, tools, or coordination needed for implementation
 - c) provide recommendations for corrective measures for identified gaps
 - d) ensure these systems are practical, sustainable, and embedded in day-to-day workstreams

Overall timeline

The work is expected to start in **mid November 2025**, with a view to completion by **mid-February 2026**, and will include participation in a symposium with the PA2F's governing bodies to present the framework in March.

Scope of Work

The consultant will:

1. **Review** all existing initiative documents, including strategic plans, logical frameworks, and any current KPIs.
 2. **Engage** with initiative coordinators and relevant staff (through interviews or workshops) to understand priorities, gaps, and feasible indicators.
 3. **Co-develop tailored KPIs** for each initiative where needed, ensuring they are useful for internal management and aligned with broader institutional goals.
 4. **Identify common dimensions** across initiatives to create a cross-cutting framework of KPIs that reflects PA2F's values and enables consistent institutional reporting.
 5. **Assess internal competencies and structures** for monitoring and evaluation across departments and recommend improvements or capacity-building steps.
 6. **Deliver tools and guidance** for applying both initiative-level and cross-cutting KPIs, including suggested data collection methods, responsibilities, and reporting templates to transmit to the project-implementing institutes.
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Consultant Profile

- Strong expertise in monitoring and evaluation (M&E), particularly KPI/indicator development and results frameworks
 - Knowledge and experience with policy and regulatory frameworks (SDGs, European Directives, international conventions, etc.)
 - Experience with environmental projects
 - Experience working with philanthropic foundations, NGOs, multi-thematic programs
 - Experience working with international projects and contexts essential, with specific experience in the Mediterranean desired
 - Familiarity with both field-based and institutional indicators
 - Capacity to assess organizational systems and staff capacity
 - Strong facilitation skills and ability to work across diverse teams
 - French or English fluency required, capacity in both preferred
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Request for Proposal and Procedure

Interested consultants or firms should submit:

- A **short** proposal outlining your approach and methodology as well as a proposed work timeline (2 pages max)
- Relevant experience or case studies
- CV

Applications materials will be accepted in English or French only. The Applicant shall submit only one application, in its own name. Joint Ventures will not be accepted.

The call for proposals will be open from **July 16 to August 6, 2025**, at 11:59 PM CET (submission deadline). Questions may be submitted until August 1. Questions and proposals should be sent to **rclausing@fpa2.org**.

Among the submitted applications, the Prince Albert II of Monaco Foundation will shortlist a maximum of six (6) Applicants, to whom the Request for Proposals to carry out the Services shall be sent.

A request for a full technical proposal and quote will be sent in **early September 2025** with **3 weeks** allotted for a response by the end of September.

Evaluation Criteria

Determination of the relevance of the past experience will be based on:

- the size and geographical location of past contracts implemented
- the nature of the services (monitoring and evaluation frameworks, particularly KPI/indicator development)
- the technical area and expertise (environmental projects, policy and regulatory frameworks)

Evaluation will further account for the following items:

- the technical note provided
- availability for the specified timeline

ANNEX 1

What is an initiative?


Through its initiatives, the Foundation acts proactively by bringing together partners around a priority issue, usually over a longer time period than a project.







Definition of an initiative of PA2F:

“A group of stakeholders, including the Prince Albert II of Monaco Foundation, who join forces to advance on a particular issue and bring added value relative to the current situation.

The Prince Albert II of Monaco Foundation, drawing on an existing legitimacy on the subject, coordinates this group of stakeholders or participates in its governance, and provides human and financial resources.”

The Foundation’s 13 initiatives at a glance

Initiative	Launch Date	Theme (website linked)	Region	Main actions	Main SDGs
	2013	Ocean acidification, ocean and climate change, ocean-based solutions	Global	Research, technical syntheses, outreach	13(climate action) 14 (ocean)
	2015	Sustainable financing of Mediterranean MPAs	Med	Trust fund: long-term financing of day-to day MPA management	14 (ocean)
	2015	Tackle plastic pollution in the Mediterranean	Med	Field projects, networking & coordination, Business club	14 (oceans), 12 (responsible consumption)
	2019	Protection of the Mediterranean monk seal	Med, Atlantic	Field projects, networking & coordination	14 (ocean)
	2020	Cohabitation Human – Wildlife	France (PACA region), Spain, Swiss Romandy	Field projects, networking & coordination, education and outreach	15 (terrestrial ecosystems)
	2020	Protection of coral reefs and reef-positive sustainable economic activity	Global	Blended finance instrument to support field projects	14 (ocean)
	2021	Reinforcement of the Pelagos Sanctuary	Pelagos Sanctuary (Med)	Field projects, networking & coordination, outreach	14 (ocean)

	2021	Protection and restoration of freshwater ecosystems	Med	Field projects, networking & coordination, communication	15 (terrestrial ecosystems) 6 (sustainable use of water resources)
	2022	Protection and study of polar regions	Arctic, Antarctic	Field projects, scholarships, advocacy, conferences	14 (ocean)
	2022	Conservation of forest ecosystems through the action of indigenous peoples and local communities	Tropical Africa, Latin America, South East Asia and Pacific	Projects on the ground, development of a network of actors	15 (terrestrial ecosystems)
	2022	Development of a network of future leaders	Global	Annual campus, speaking opportunities, visibility	4 (education)
	2023	Support the growth of a sustainable blue economy	Global	Private Equity Fund, philanthropic prizes and incubators	14 (ocean)
	2025	Drive a culture transformation toward the ecological transition	Monaco	Environmental Photo Prize, Annual festival	11 (sustainable cities and communities), 12 (responsible consumption)