



Republic of Rwanda  
Ministry of Finance and  
Economic Planning

# TERMS OF REFERENCE

Consultancy (49784-0634)

## Final Evaluation for the Integrated Support Project to MINECOFIN



### 1 OBJECTIVE

The main objective of the final evaluation is to assess the achievements, impact, and identify lessons learned of the Integrated Support Project to MINECOFIN since its inception in 2006.

Information resulting from this evaluation will be used in the creation of future projects, proposals and inform management on issues to be addressed in design and implementation of future projects.

### 2 BACKGROUND

Since 2002, The Ministry of Finance and Economic Planning (MINECOFIN) has received separate project support from a number of donors, including UNDP, the African Development Bank, the European Commission, DFID and Belgian Cooperation. MINECOFIN is the lead ministry in a number of areas to implementation of national development programs, and donor engagement in Rwanda. These include among others, macroeconomic policy, public financial management and strategic planning around implementation of the PRSP.

The various projects often combined technical assistance, salary enhancements, and support for running costs, equipment and ad hoc studies. Hence, the projects were not adequately integrated with overall government structures, which contributed to creating distortions and resulted in capacity substitution rather than capacity building. In addition, it was perceived (a) that the projects were insufficiently aligned with government priorities, (b) lacked coherence and overall strategic guidance and (c) resulted in inefficiencies and duplications.

In order to address these issues, it was decided that the Ministry would produce a Strategic Plan including a three-year rolling strategic action plan, linked to the Medium Term Expenditure Framework (MTEF) for its implementation. The strategic plan would contain medium term strategic development objectives as well as a clear capacity building strategy for the Ministry, to be integrated with the overall public sector reform of the government and the World Bank's capacity building initiative to be carried out by HIDA.

After three years of implementation, the project "Support for Poverty Reduction Strategy Implementation and Aid Coordination" ended in March 2005 after the achieving the following objectives: 1) In the area of PRS implementation: Capacities in the central and decentralised planning were strengthened. This was achieved through the training of planners in the preparation of strategic plans and development plans. 2) In the area of economic governance: transparent and accountable financial management mechanisms were put in place through the support to different departments in MINECOFIN. This include; Budget, Treasury, Public Finance, Auditing, ICT. Support to the Strategic Planning Unit was provided in the following areas: 1) In PRS development and implementation: production of the first PRS for Rwanda and the development and improvement of sector planning and annual progress reporting; 2) In MTEF development and implementation: introduction of the MTEF as the central element of budget reform, thus enabling more efficient allocation of resources against stated objectives and improving the efficiency of resource use and service delivery.



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The aim of the Interim Support Project was to support the Ministry of Finance and Economic Planning in a coordinated way along with other development partners, while awaiting for the finalisation of the Strategic Plan for MINECOFIN, to continue providing support to MINECOFIN until end of 2005. The overall objective was to support MINECOFIN to develop a strategic framework to harmonize Ministry and donor activities from 2006 and to meet critical capacity building needs for MINECOFIN until end 2005.

The Integrated Support Project to the Ministry of Finance and Economic Planning (MINECOFIN) started in January 2006 and is still ongoing. The aim of this project is to support the implementation of MINECOFIN's Strategic Development Plan and its expansion to adjacent institutions in view of the establishment of a SWAp for Economic Governance.

A Strategic Development Plan, sets out the most important "development" activities for 2006-2008, by Unit has now been finalized with the help of external consultants and was validated by the Ministry during a retreat held in December 2005.

The principles under which the Strategic Development Plan operates are the following:

- a) All development assistance can be harmonized to provide support around a single comprehensive and explicit plan;
- b) Flexible funding replaces "project" funding;
- c) Aid administration is simplified.

The services of a highly qualified consultant to conduct a final review of the Integrated Support Project to the Ministry of Finance and Economic Planning are required.

### 3 SCOPE OF WORK

**3.1 The Consultant will report directly to the Secretary General at MINECOFIN and will be facilitated and supported by UNDP during the assignment;**

**3.2 Specifically, the consultant will:**

- 3.2.1 Assess the impact against the project logical framework, focusing on the outputs, purpose and the original objectives of the project as stipulated in the project document;
- 3.2.2 Review project expenditures for the project against the activities rolled out;
- 3.2.3 Evaluate the extent to which the capacity gaps have been addressed;
- 3.2.4 Evaluate the extent to which the specific targeted project achievements as stipulated in the project document have been met from the year 2006 to 2007;
- 3.2.5 Assess the extent to which activities in the MINECOFIN Strategic Development Plan have been rolled out;
- 3.2.6 Evaluate the monitoring procedures used during the implementation of the project and assess their consistency with the requirements of UNDP and its partners in general, and the National Execution (NEX) Guidelines for UNDP Assistance Programmes in Rwanda;
- 3.2.7 Evaluate the appropriateness of the management arrangement(s) applied during the implementation of the project;



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- 3.2.8 Assess the sustainability of the activities and outputs realised including whether benefits will be maintained after the conclusion of the project;
- 3.2.9 Assess the relevance of the project in addressing the implementation needs in the MINECOFIN Strategic Development Plan.
- 3.3 Overall Methodology**
  - 3.3.1 Become familiar with bilateral, multilateral partners, and Government requirements for Project Evaluations;
  - 3.3.2 Review all the relevant documents including, Project Document, Log frames, Progress Report, Consultants Reports, Project Expenditure Reports and others;
  - 3.3.3 Meet key stakeholders and partners (UNDP, DFID, EC, MINECOFIN and others);
  - 3.3.4 Interview members of the National Steering Committee;
  - 3.3.5 Review project taking into consideration the OECD/DAC criteria for project evaluations

## 4 DELIVERABLES

### 4.1 During the Assignment, the Consultant will deliver:

- 4.1.1 A comprehensive overview of methodological approach to be applied to evaluation, including sample questionnaires and other data collection tools;
- 4.1.2 A detailed outline of the structure of the report
- 4.1.3 Draft report for review by key stakeholders
- 4.1.4 Briefing presentation for key stakeholders highlighting methodological approach to be applied in evaluation
- 4.1.5 Debriefing presentation highlighting key conclusions and recommendations.

### 4.2 Reporting Format

- 4.2.1 The final Evaluation Report for the Project will include, but will not be limited to the following:
  - a) A key findings of the project achievements, impact and contributions;
  - b) Challenges and lessons learnt;
  - c) Key recommendations and future follow up actions;
  - d) Relevant Annexes if any;

## 5 QUALIFICATIONS

### 5.1 Candidates must demonstrate the following qualifications and experience

- 5.1.1 An advanced degree in Management, Project Management and Planning or any other related field [15 points for a Masters degree, 20 points for Ph.D.];
- 5.1.2 Demonstrated work experience of five (5) experience in conducting project evaluations and/or assessments of a similar nature and magnitude [40 points];
- 5.1.3 Work experience in the Great Lakes Region and Rwanda in particular on projects of a similar developmental context [15 points];
- 5.1.4 Work experience on projects that are multi donor funded and/or joint programmes [15 points];
- 5.1.5 Fluency in English and French [10 points].



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#### 6 REMUNERATION AND OTHER CONSIDERATIONS

The successful consultant will start his/her assignment as soon as possible following the completion of the selection process.

**6.1 Submissions will be accepted from Individual Consultants only (Nationals or Internationals)**

**6.2 The Successful Result of this Process will be a Contract for SSA contract for individual consultant.**

6.2.1 Defining an overall period of **twenty (20) days worked**, to finalise the report.

6.2.2 An indicative time-frame of the assignment is provided as below:

- a) Three (3) days - Desk Review;
- b) Ten (10) days - Meetings, interviews and visits to the field;
- c) Four (4) days - Preparation of report;
- d) One (1) day - Debriefing and feedback meeting(s);
- e) Two (2) days – Finalization of the report.

6.2.3 Terms of Payment for this consultancy will be as follows:

- a) Upon submission of Final Evaluation Report, 100% payment will be made;

#### 7 SUBMISSIONS

**7.1 If you have the required qualifications and are interested in this consultancy, please submit:**

7.1.1 Your CV with supporting attachments;

7.1.2 Other information which demonstrates your qualifications for this specific assignment and references of previous evaluations conducted;

**7.2 The Submissions should be made in One envelope or attachments (if submitted via email) indicating; DO NOT OPEN IN ADVANCE).**

**7.3 Please note that Submissions by E-mail WILL BE ACCEPTED (see Job Announcement)**

#### 8 SELECTION PROCESS

**8.1 Submissions will be evaluated in consideration of the above Qualifications.**

**8.2 This Opportunity is open to male and female candidates. Applications from qualified female candidates are encouraged.**