TERMS OF REFERENCE
Consultancy (40553-0591)
Evaluation and Assessment of the Project for “Supporting Aid Harmonisation, Alignment and Coordination in Rwanda”

1 OBJECTIVE

The main objective of the assignment is to evaluate and assess the project against targets as set in the project document and annual work plans since 2005. Moreover, it is intended for this consultancy to provide stakeholders with lessons learned and concrete recommendations for future aid effectiveness initiatives in Rwanda.

2 BACKGROUND

In order to address the capacity needs and to ensure that aid coordination mechanisms have the support necessary to function effectively, the Government of Rwanda requested that an Aid Coordination Unit be established within the Office of the UN Resident Coordinator. The project for Supporting Aid Harmonization, Alignment and Coordination in Rwanda was thus set up to cover the period from 2005-2007 with the Aid Coordination Unit established in 2005 to implement this project. The Unit relocated to the External Finance Unit of Ministry of Finance and Economic Planning in October 2006. The project aims to support the development of a common national vision for aid effectiveness in line with the Paris Declaration on Aid Effectiveness and other international agreements while working towards the alignment of development assistance around the Poverty Reduction Strategy and Millennium Development Goals. The project also aims to support the establishment of a monitoring and evaluation mechanism for aid effectiveness in Rwanda.

The following outcomes are targeted in the project’s activities and outputs:
1. Improved capacity of the government in the area of aid delivery and management;
2. A reduction of transaction costs for government-donor interactions resulting from
   a. Efficiency savings from a reduction in duplicate activities;
   b. Increased delivery rates and;
   c. Rationalization of certain donor processes, where possible by aligning them behind the government systems;
3. Increased awareness amongst government and donors of potential efficiency gains and costs savings resulting from the implementation of a harmonization agenda.

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The project for Supporting Aid Harmonization, Alignment and Coordination in Rwanda is a Direct Execution Project (DEX). This implies that UNDP takes the role of executing agent of the project and holds the overall responsibility for the formulation and management of the project in consultation with members of the steering committee.

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agent of the project and holds the overall responsibility for the formulation and management of the project in consultation with members of the steering committee.

As the project for Supporting Aid Harmonization, Alignment and Coordination in Rwanda is innovative, an evaluation of the project will provide all stakeholders with an excellent opportunity on lessons learned and for the recommendations, both, for future activities in Rwanda and as inputs into global practice.

Hence the services of a highly qualified team of consultants to conduct the evaluation of the Project are required.

### 3 SCOPE OF WORK

#### 3.1 The Steering Committee for the project for Supporting Aid Harmonisation, Alignment and Coordination in Rwanda shall guide and oversee the overall direction of the consultancy. The Steering Committee is composed of the External Finance Unit of the Ministry Finance and Economic Planning, the Aid Coordination Unit and six bilateral donors to the basket fund. The consultants will report directly to the Director of the External Finance Unit of MINECOFIN.

#### 3.2 Overall Methodology

- **3.2.1** Become familiar with bilateral and multilateral partners, and Government requirements for Project Evaluations;
- **3.2.2** Gather primary data from interviews with key stakeholders (UNRCO, Representatives of Government of Rwanda, International and National representatives from civil society, multilateral and bilateral donor agencies and others) using a structured methodology;
- **3.2.3** Gather secondary data from review of all the relevant documents including, Project Documents, Documents produced by the Aid Coordination and External Finance, Government of Rwanda, UN system, Paris Declaration, Monterrey Consensus and other relevant documents.
- **3.2.4** Produce and outline proposal for the report;
- **3.2.5** Present the draft report and its findings in a debriefing with the key stakeholders;
- **3.2.6** Produce and advanced draft report;
- **3.2.7** Finalise the report;
- **3.2.8** Translate the report.

#### 3.3 Specifically, the consultant will:

- **3.3.1** Project Objectives:
  a) Evaluate progress towards achieving the overall outputs and outcomes of the project for Supporting Aid Harmonization, Alignment and Coordination in Rwanda;
  b) Evaluate the effectiveness of activities used in the implementation of this project;
  c) Evaluate strengths and weaknesses of the project in responding to beneficiaries’ needs;
  d) Identify other initiatives aimed at improving aid harmonization and alignment across the Government of Rwanda with a view to identify how the ACU project is situated within these;
3.3.2 Project Management
   a) Evaluate the extent to which the management and accountability structures of the project are appropriate in ensuring that it fulfills its stated objectives;

3.3.3 Capacity Development
   a) Identify areas in which the project had an impact on the strengthening of human and institutional capacities as well as government ownership;
   b) Highlight key capacity gaps remaining, as they apply to the objectives of the project

3.3.4 Way forward
   a) Identify the extent to which there remains a need for external support to harmonization and alignment;
   b) Where needs are identified, provide concrete recommendations for the provision of future support to harmonization and alignment in Rwanda giving consideration to strengths and weaknesses of the current project;
   c) Identify and document examples of best practice in the provision of support to harmonization and alignment with a view to informing the development of similar interventions in Rwanda and abroad;
   d) Provide recommendations with a view to ensuring the sustainable phasing out of the project.

3.3.5 Assess the impact of the project on gender (i.e. impact on both women and men).

3.4 Relevant literature and documentation for reference:
   All relevant documentation and literature will be given to the consultant in soft copy once the evaluation begins, including:

3.4.1 Project Documents
   a) The Project Document for Supporting Aid Harmonisation, Alignment and Coordination in Rwanda;
   b) Progress Reports submitted to the Steering Committee since 2005;
   c) Presentation given to Steering Committee;
   d) The proposal for integrating the project for Supporting Aid Harmonization, Alignment and Coordination in Rwanda with the Integrated Support to the Ministry of Finance and Economic Planning

3.4.2 Documents produced by the Aid Coordination and External Finance Units
   a) Aid Effectiveness Reports
   b) DAD data quality reports and other relevant documentation
   c) Newsletters
   d) Aid Policy – Aid Policy Implementation Plan – Donors Joint Statement
   e) The 2005 Baseline Survey for Donor Alignment and Harmonization in Rwanda
   f) The 2006 Baseline Survey on Monitoring the Paris Declaration in Rwanda
   g) Annual DP Meeting Reports
TERMS OF REFERENCE

Consultancy (40553-0591)

Evaluation and Assessment of the Project for “Supporting Aid Harmonisation, Alignment and Coordination in Rwanda”

h) Development Partners Coordination Group Related document (Reports, Minutes, Deliverables)

i) Other workshop, meeting, consultation reports

3.4.3 Government of Rwanda

a) PRSP – EDPRS

b) Aid Effectiveness chapter of the EDPRS

c) Vision 2020

3.4.4 UN System:

a) UNDAF 2008-2012

b) UNDP Country Program 2008-2012

c) One UN Concept Note

d) Aid Effectiveness related chapters of the 2007 Rwanda National Human Development Report

3.4.5 International

a) Rome and Paris Declarations

b) Monterrey Consensus

c) OECD/DAC Harmonizing Donor Practices

d) Other relevant documents

4 DELIVERABLES

4.1 During the Assignment, the Consultant will deliver:

4.1.1 An outline proposal for the External Finance Unit before the report of the evaluation is drafted;

4.1.2 A draft report which contains the results of the evaluation of the project incorporating the objective and the scope of work;

4.1.3 Present and discuss the draft report its findings and recommendations in a debriefing with key stakeholders such as the Representatives of the Government of Rwanda, the Aid Coordination Unit, the UN Resident Coordinator’s Office and the Steering Committee;

4.1.4 An advanced report incorporating the feedback from the debriefing session (to be prepared in Kigali);

4.1.5 Final Report with translation in French or English upon approval all concerned parties (finalised out-of-country)

4.2 Reporting Format

4.2.1 The report is to be drafted in English or French, where the draft report is provided in French, this shall be accompanied by an executive summary in English;

4.2.2 Report shall be written in a manner that makes it accessible to key stakeholders in Rwanda’s development such as the Representatives from the Government of Rwanda, the UNRCo and UNDP; in-and-out-of-country representatives from multilateral and bilateral donor agencies, international and national representatives from the civil society;

4.2.3 The final Report shall be translated into French or English once it is approved by all concerned parties.
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<tr>
<th>5 QUALIFICATIONS</th>
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<td><strong>5.1</strong> Submissions are invited from Firms with a Lead consultant (international or national) and one Rwandan national consultant. Candidates must demonstrate the following qualifications and experience:</td>
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<td><strong>5.2</strong> Lead Consultant</td>
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<td>5.2.1 An advanced degree in Economics, International development, Public policy, or other related field;</td>
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<td>5.2.2 Minimum five experience in the field of poverty reduction strategies, aid-effectiveness and familiarity with Rwanda’s development context;</td>
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<td>5.2.3 Minimum five years of experience in project formulation, conducting project evaluations and/or assessments of a similar nature and magnitude;</td>
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<td>5.2.4 Work experience of minimum 7 years with international organizations and donors;</td>
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<td>5.2.5 Fluency in English or French with a working knowledge of the other;</td>
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<tr>
<td><strong>5.3</strong> National consultant</td>
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<tr>
<td>5.3.1 University degree in Economics, International development, Public policy, or other related field;</td>
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<td>5.3.2 Demonstrated work experience of three years (3) with public finance in developing countries,</td>
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<td>5.3.3 Minimum three years of experience of project formulation and evaluation;</td>
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<td>5.3.4 Fluency in English or French with working knowledge of the other. Knowledge of Kinyarwanda is an added advantage.</td>
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<th>6 REMUNERATION AND OTHER CONSIDERATIONS</th>
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<td>The successful consultants will start their assignment as soon as possible following the completion of the recruitment process.</td>
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**6.1** Submissions will be accepted from Firms and individuals.

**6.2** The Successful Result of this Process will be a Contract for Professional Services;

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<th>6.2.1</th>
<th>Requiring an in-country presence and dedicated during the evaluation and preparation of the draft report;</th>
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<td>6.2.2</td>
<td>Defining an overall period of twenty five (25) working days starting in October 2007. The exact work-plan is to be agreed at the beginning of the evaluation, an indicative timeframe for the assignment is provided as below:</td>
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a) Four (4) working days - Briefings with the External Finance and Aid Coordination Units held and review of the core project related documents completed. Strategy to conduct the evaluation prepared and approved by the External Finance and Aid Coordination Units;
b) Four (4) working days – Gathering primary data documented through individual meetings with the Steering Committee members and other relevant stakeholders;
c) Five (5) working days – Gathering secondary data by reviewing all relevant documentation;
d) Three (3) working days – Prepare an outline proposal, including an annotated table of contents of the report, with approval from the External Finance and Aid Coordination Units;
e) Three (3) working day - Draft evaluation report;
f) One (1) working day – Presentation of draft evaluation report, key findings, and recommendations at the debriefing session;
g) Two (2) working days – Finalize the advanced Draft Evaluation Report with comments received;
h) Three (3) working days – Final report submitted (this stage can be conducted out-of-country);
i) Translation of the report (which must be of a standard acceptable to government and donor agencies) shall be submitted to the External Finance and Aid Coordination Units no later than two weeks following the approval of the final report.

6.2.3 Milestone payment:
   a) Mobilisation;
   b) Work-plan and outline proposal;
   c) Draft Report;
   d) Final Report in acceptable standard format;
   e) Translation of the Final Report.

6.3 Only for information, interested parties should be aware that:

6.3.1 The current UN Daily Subsistence Allowance (DSA) for short-term assignments in Kigali is USD 168.00 per day (DSA component is only applicable for international consultants);

7 SUBMISSIONS

7.1 Qualified firms or individuals with experience in the field of aid-coordination are invited to submit:

7.1.1 A written proposal (maximum 15 pages) is requested that provides details of the proposed approach and methodology. The proposal should also indicate details of similar assignments performed earlier, preferably in Sub-Saharan Africa and the level of effort made to the assignment.

7.1.2 CV of the Lead Consultants and of the national consultant along with required documents;

7.1.3 Other information which demonstrates your qualifications for this specific assignment;
7.1.4 The Lump-Sum Fee which you propose for the consultancy. This Fee should be inclusive of ALL considerations. Please see ANNEX IV and ANNEX V of this RFP.

7.2 The Submissions should be made in two separate envelopes or attachments (if submitted via email) for Technical Offer and Financial Offer (Indicating; DO NOT OPEN IN ADVANCE). Offers that are not submitted separately will be deemed as disqualified and will not be assessed further.

7.3 Please note that Submissions by E-mail WILL BE ACCEPTED (see ANNEX I)

8 SELECTION PROCESS

8.1 Submissions will be evaluated in consideration of the following Evaluation Criteria

8.1.1 Evaluation Criteria
   a) Expertise of the firm/organisation [15 points]
   b) Previous experience in project evaluations [15 points];
   c) Approach and methodology [10 points];
   d) Qualifications of International Consultant [30 points];
   e) Qualifications of the national consultant [30 points];

8.1.2 In order to qualify for further consideration the Individual Consultant must accomplish a minimum score of 70 points.

8.2 The Basis of Award will be to the Individual Consultant who qualifies for further consideration and propose the lowest total Lump-Sum Fee.

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