1 OBJECTIVE

The main objectives of the assignment is to verify the pertinence of project activities in accordance with defined objectives of the project, assess the main achievements and difficulties encountered during the three years of project implementation, identify the major challenges in the public sector reform process and propose the way the project forward for the project to continue.

2 BACKGROUND

In 1999, the Government of Rwanda initiated the public administration reform process aimed at increasing the efficiency of service delivery and developing the country's human resources through the development of a modern administrative culture and sufficient professional capacities to offer quality services to the public administration beneficiaries.

To implement this reform programme, the Government of Rwanda has obtained UNDP's financial and technical assistance through the “Public Administration Reform Support” project. Completed in 2004, the project was extended for an additional three years (2005-2007) due to the recommendations provided by the previous evaluation.

Since then, the public sector reform in Rwanda has made further achievements. The organisational structures of the Government’s higher institutions, ministries, government commissions, some public services, provinces, districts and sectors have been elaborated and are currently operational since 2006. Most of these operational structures have qualified personnel now whose performances have been measured through the recruitment tests objectively organised. The year 2007 is the year of effective implementation of the decentralisation policy. The missions of institutions are again revised for the good of the beneficiaries of the public services.

After highlighting important challenges of the institutional capacities and human resources as well, Rwanda wishes to pursue the Public Administration Reform Programme to reinforce the acquired knowledge and experience of the reform programme, measures taken as well as the government actions for the reflection and development in conformity with the “Vision 2020”

Hence, the public service reform is a process for behavioural change, by adopting new attitudes and providing not only modern services but also meeting the needs and aspirations of Rwandans and other foreign partners.

The purpose of this evaluation is to have a global picture of where the public service reform stands and use the results as both learning experience and a starting point for future developments of the reform by the key stakeholders. The evaluation will cover the work done within MIFOTRA under the project “Appui à l’Administration Publique” from 2005 up to now.

It is in this scope that the MIFOTRA wishes to recruit a consultant in charge of evaluating performances achieved by the project as regard to assigned objectives. The task is to analyse attained results in accordance with objectives, highlighting difficulties encountered, and their causes and suggest solutions. He/she is also going to establish the coherence between existing activities and those planned in the public sector reform and make recommendations to the project.
3 SCOPE OF WORK

3.1 The consultant will work under the overall supervision of Minister of Public Services and Labour (MIFOTRA)

3.2 The consultant shall undertake the following tasks:
3.2.1 Measure efficiency and effectiveness of the project implementation;
3.2.2 Assess achieved progress;
3.2.3 Diagnose strategies and methods adopted by the project;
3.2.4 Highlight the level of collaboration and synergy between the project and its key partners;
3.2.5 Show the relationship between the project and other related programmes in the country (decentralisation and good governance);
3.2.6 Draw lessons (for the 1st stage implementation) and make recommendations for the continuation of the project.

3.3 Methodology:
3.3.1 Gather hard data through a desk review of relevant documents, including: the project document, project plans and reports as well as all publications made under the project (manuals, guides, etc);
3.3.2 Gather soft data through meetings and interviews, using a structured methodology, of key project stakeholders, donors, partners and beneficiaries;
3.3.3 Review project performance indicators and rate achievement based on established criteria;
3.3.4 Produce draft outline and report presented and approved by key stakeholders

4 DELIVERABLES

4.1 During the Assignment, the Consultant will deliver:

4.1.1 A draft report that covers the scope and the objectives of the evaluation as well as the results and recommendations (to be discussed and approved by key partners) which should include the following key components:
   a) Strengths and weaknesses as well as threats and opportunities for the project implementation are identified and summarize;
   b) The relevance of project activities in accordance with defined objectives since the launching of the project is shown;
   c) The major challenges in the public administration services are identified and highlighted;
   d) The current partnership strategies and the involvement of key stakeholders in project implementation and the effective achievement of results are demonstrated;
   e) The impact of the project on the public sector reform is outlined;
   f) The conclusions and recommendations to the government and donors for the next steps of the programme are made;
4.1.2 A final report that integrates stakeholders comments;

4.2 Reporting Format
4.2.1 The report is to be drafted in English or in French with a translation in the other.

5 QUALIFICATIONS

5.1 Candidates must demonstrate the following qualifications and experience:
5.1.1 A Master’s degree in the field of Public Administration, Law, Management or Economics;
5.1.2 Minimum three (3) years of experience in public administration;
5.1.3 Minimum three (3) years of experience in programme/project evaluation funded by international donors;
5.1.4 Expertise in the field of public service reform, notably in the field of human resources management (performance evaluation, career management etc.);
5.1.5 Good command of spoken and written English and French;

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 (national or international).

6.2 The Successful Result of this Process will be a Contract Special Service Agreement (SSA).

6.2.1 Defining an overall period of twenty-one (21) days worked starting in October 2007 to finalise and submit the report.

6.2.2 An indicative timeframe of the assignment is provided as below:
   a) One (1) day - Briefings with UNDP and key stakeholders held and review of the core project related documents completed. Strategy to conduct the evaluation prepared and approved by the UNDP and MIFOTRA
   b) Three (3) days – Gathering soft data documented through individual meetings with the Steering Committee members and other relevant stakeholders; Committee members and other relevant stakeholders;
   c) Five (5) days – Gathering hard data by reviewing all relevant documentation;
   d) Two (2) days – Prepare an outline proposal, including an annotated table of contents of the report, with approval from MIFOTRA
   e) Four (4) days - Draft evaluation report;
   f) One (1) day – Presentation of draft evaluation report, key findings and recommendations at the debriefing session;
   g) Two (2) days – Finalize the advanced Draft Evaluation Report with comments received;
   h) Three (3) 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 UNDP no later than two weeks following the approval of the final report;

6.2.3 Milestone payment:
a) 20% Mobilization;
b) 80% Upon approval of the Final Report

7 SUBMISSIONS

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

7.1.1 CV along with required documents;
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 following above Qualifications.

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