1 OBJECTIVE

The main objective of the assignment is to conduct a final evaluation of the achievements and impact of the support project to the Implementation of Rwanda TOKTEN Volunteer Programme since its inception in 2005. The evaluation will assess the achievement of project outputs and identify key lessons learned, providing concrete recommendations for the design and implementation of future projects, proposals and inform management on issues to be addressed in design and implementation of future projects.

2 BACKGROUND

The lack of adequate skilled manpower in the country has created a formidable challenge in the country’s efforts to undertake effective reconstruction and rehabilitation programmes that can help open up avenues for social and economic development. Thus, the Government of Rwanda and UNDP place the development of human capital high on the national agenda. They are also promoting a strategy for using every means available in order to access qualified expertise from the broad pool of Rwandan expatriate professionals as an integral part of its overall strategy to build national capacity for sustainable development.

The importance of reaching out to Rwandans who reside abroad and the crucial role that they can play in the country’s development efforts was also confirmed at the Diaspora convention organised by the Government of Rwanda in 2001. The Convention is believed to have attracted highly qualified Rwandan expatriates to return to their homeland in order to transfer their knowledge and skills towards strengthening national efforts in capacity building and human resource development.

From the period of emergency through the rehabilitation and reconstruction phase up to the current effort of development, considerable amount of work has been accomplished in the area of re-establishing and strengthening good governance (political, economic and administrative). The Government also launched a programme of civil service reform and decentralisation with a view to improving the management of the economy and promoting empowerment and participation at the grass-roots level. All these efforts are necessitated by the need to address the following constraints:

a) Lack of qualified professionals who can make meaningful and sustainable contribution in education, health, technology and commerce;

b) Exile and genocide created qualified generation gap which has affected sustained development in Rwanda. For many years the exiled population was denied education which resulted in a generation that was far from acquiring and developing skills and knowledge that could have been useful for the socio-economic development of Rwanda;

c) Inadequate capacity to be competitive in the neighborhood and at the international level;
d) Dependence on expatriates which has increased capital out-flow required for the country’s development;

e) Lack of human resources to stimulate the physical resources component in industry, mining, technology and commerce.

In order to address these problems, the Government established the Human Resource and Institutional Capacity Development Agency (HIDA) and the Multi-sector Capacity Building initiatives to take up responsibilities to undertake reforms and institutional capacity building programmes in the central Government, local authorities, and autonomous public institutions. The Government also recognizes the key role that the private sector and civil society organizations are envisaged to play in the socio-economic development and national reconstruction process. As a result, the Government supports the development of these sectors and is also doing all it can in the deployment and utilization of every available Rwandan nationals, locally and abroad.

The quality and skill levels of Rwanda’s institutions are probably the biggest institutional challenge facing the pursuit to poverty reduction and sustainable development, especially in the rural areas. Compounding the skills shortage is also the inadequate capacity of the Government to attract and retain qualified Rwandans in the public sector. Part of the solution to the above problems is the use of TOKTEN services to attract qualified Rwandan nationals living abroad in order to develop the human resource and strengthen the capacity of public and private sectors, civil society and NGOs that are involved in the socio-economic reconstruction and national-building process in the country.

The use of expatriate Rwandans has many natural advantages such as: the will of the Rwandans to serve their country, their knowledge of the country, language, and culture, and others.

As seen from the experiences of other countries, the TOKTEN project is expected to have a rich pool of talent which can be relied upon to facilitate the development efforts in Rwanda’s rural communities. Accordingly, the talent of both women and men in the Diaspora can be drawn as a volunteer service that involves a variety of disciplines to strengthen Rwandan rural institutions. Such people of adequate talent and qualifications may include strategic planners, engineers, scientists, education and training experts, technical experts, doctors, and other specialists.

The expatriate nationals may come on short visits to work with research and academic institutions and may even decide eventually to change their expatriate status and return to the land of their forefathers on permanent basis. Thus, the TOKTEN Programme is envisaged to be a valuable resource in the human resource and capacity building process of Rwanda for economic and social development. Rwanda rural communities desperately need to fill their current skill gaps in the socio-economic structure through the progress of "brain gain" using the TOKTEN Volunteer Programme.

The main objective of this programme is to supply Rwanda with short-term expertise not readily and immediately available within the local human resource package, particularly in the socio-economic field. The programme, therefore, would enable
Republic of Rwanda
Ministry of Public Service,
Skills Development and
Labour,

TERMS OF REFERENCE
Consultancy (45517-0674)
Final Evaluation for the Support Project to the
Implementation of Rwanda TOKTEN Volunteer Programme

qualified expatriate Rwandans to bring in their experience back to Rwanda on short assignments.

The TOKTEN Volunteer Programme for Rwanda aims to support socio-economic development through transfer of knowledge and technical know-how to Rwanda on the basis of voluntary short-term service from highly qualified expatriate Rwandan nationals. The project is designed as a three – year input which will lay the groundwork for long-term development of the country’s human resource and institutional capacity.

The aim of this evaluation is to assess the impact of the Support Project to the Implementation of Rwanda TOKTEN Programme since its inception in 2005.

3 SCOPE OF WORK

The Consultant will report directly to the Secretary General in MIFOTRA and will be facilitated and supported by UNDP during the assignment;

3.1 Overall Methodology

3.1.1 Become familiar with bilateral, multilateral partners, and Government requirements for Project Evaluations;

3.1.2 Review all the relevant documents including, Project Document, Log frames, Progress Report, Consultants Reports, Project Expenditure Reports and others;

3.1.3 Meet key stakeholders and partners (UNDP, TICAD, MIFOTRA and others);

3.1.4 Interview members of the National Steering Committee.

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 as well as contribution of the project to the achievement of results 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 2005 to 2007;

3.2.5 Assess the extent to which activities to respond to the development challenges the Government of Rwanda currently faces in the area of human resource development and capacity building 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;
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 area of human resource development and capacity building.

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) 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, additional 5 points if one has a PhD, Maximum 20 Points];
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 [5 points for fluency in English, 5 points for fluency in French, Maximum 10 points].

6 REMUNERATION AND OTHER CONSIDERATIONS

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

6.1 Submissions will be accepted from Individual Consultants only.
6.2 The Successful Result of this Process will be a Contract for Special Services Agreement:
6.2.1 Defining an overall period of twenty (20) working days, in particular the timeframe for the assignment will be as below:
   a) Three (3) working days - Desk Review;
   b) Ten (10) working days - Meetings, interviews and visits to the field;
   c) Four (4) working days - Preparation of report;
   d) One (1) working day - Debriefing and feedback meeting(s);
   e) Two (2) working days – Finalization of the report.

6.2.2 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;

7.2 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 abovementioned Qualifications

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