



Office of the United Nations Resident Coordinator in Rwanda

Terms of Reference -Individual Consultant

UNDAP II Mid Term Performance Review and Production of United Nations Sustainable Development Cooperation Framework

A. General Information

Application type:	Individual Consultant
Job Title:	UNDAP II Mid Term Performance Review (MTPR) and Facilitate the Elaboration of United Nations Sustainable Development Cooperation Framework (UNSDCF)
Duty station	Kigali, Rwanda
Type of contract:	Individual Consultant
Recruiting Office	UN Resident Coordinator’s Office (UN RCO)
Expected starting date:	April 2021. Exact date to be agreed, following the selection process and signing of contract.
Duration	66 working days as agreed between the consultant and the UN RCO/UNDP - within the period of April to 30 September 2021

B. Background

General Assembly resolution 72/279 of the 31st May, 2018, elevates the United Nations Development Assistance Framework now renamed the United Nations Sustainable Development Cooperation Framework (UNSDCF) as “the most important instrument for planning and implementation of the UN development activities at country level in support of implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)”. Given the ambition of the 2030 Agenda and the urgency of its timeline, the resolution represents a significant shift. The Cooperation Framework (CF) now guides the entire programme cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN support for achieving the 2030 Agenda.

The CF is nationally owned, and anchored in national development priorities, the 2030 Agenda and the principles of the UN Charter. It outlines the UN development system’s contributions sought by national stakeholders to reach the SDGs in an integrated manner, with a commitment to leave no one behind (LNOB), human rights and other international standards and obligations. Through the CF, the UN development system articulates the highest priority and most sustainable



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development choices for a country. It advises on pathways to maximize synergies across the goals and minimize the opportunity costs of leaving people behind. It goes beyond the previous notion of “implementing partners” to embrace all entities and individuals identified as critical to forging sustainable development solutions in line with UN values.

Based on the UN development system’s policy expertise and its comparative advantages, its normative agenda, and its ability to leverage, influence and unlock a broad range of resources for development, the Cooperation Framework reflects: (a) the expectations national stakeholders have of the UN development system’s contribution to national development; (b) a shared vision and strategic priorities of the UN, framed within the broader landscape of partners; (c) the strategic partners with whom the UN system will work in pursuit of development solutions; (d) how the UN system and its partners will contribute to accelerating progress towards the 2030 Agenda; and (e) the financial and non-financial commitments of the UN system and partners in the wider context of the financing required to reach the SDGs in the country. ¹

The CF is first and foremost a partnership with the Government. In this regard, the development, implementation, monitoring, evaluation and reporting are co-led by the Government and anchored in national development priorities and cycles. The CF is informed by Government prioritization, planning, implementation and reporting vis-à-vis the 2030 Agenda, including the preparation of evidence-based Voluntary National Reviews (VNRs) 2020, based on SDG indicators, the Common Country Analysis (CCA) 2021, the Universal Periodic Review (UPR), as well as the MTPR of the on-going United Nations Development Assistance Plan (UNDAP II) 2018-2023.

The ongoing UNDAP II was signed on 31st July 2018 with a budget of US\$630 million with US\$252 million available. the UNDAP II outlines how the UN support to the national development agenda is anchored to the National Strategy for Transformation (NST1 2017-2024), grounded on Rwanda vision 2020 and vision 2050, Agenda 2030 and the African Union Agenda 2063, and the East African Community Vision 2050. The UNDAP II is also informed by and responds to global and regional normative frameworks, such as gender and human rights. In fact, the UNDAP II is grounded on a 2017 Common Country Analysis (CCA), the UNDAP I achievements and three strategies: (1) gender; (2) human rights and (3) the humanitarian-development nexus. The integration of gender, human rights, leaving no one behind, conflict, environment and development/humanitarian/peace and security nexus is important throughout the UN activities, and should be reflected in plans and reports.

UN Rwanda has just completed a rigorous process of producing a CCA, which is an independent, impartial, integrated, forward looking, and evidence-based collective analysis of the country’s

¹ Cooperation Framework Companion Package May 2020

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situation. The process incorporated a wide stakeholder engagement through interviews aligned to the stakeholders' mandate and collaboration with the UN. Six broad areas were interrogated: (i) Progress on SDGs, (ii) Gender Equality and Empowerment of Women, Leaving No One Behind and Human Rights, (iii) Impact of COVID-19, (iv) Environment and Climate Change, (v) Triple Nexus: peace, humanitarian and development, and (vi) Proposed areas of future collaboration and focus for the UN going forward. The CCA consultations involved 36 stakeholders/groups, 6 cooperatives, 6 individual interviews, 14 stakeholders from 2 refugee camps with a total of 148 stakeholders consulted in person or virtually. The CCA is produced at the time when the UNDAP II is at mid- point of implementation and needs to be aligned with the UN reforms.

Against this backdrop, the Rwanda UN Country Team (UNCT) is seeking the services of a consultant to conduct a MTPR of the UNDAP II, which, together with the findings and recommendations from the 2021 CCA, will serve to revise the UNDAP II to align it with the Cooperation Framework guideline, including by considering lessons learnt and emerging issues, including the unprecedented COVID-19 health and socio-economic crisis.

C. Objective of the consultancy

The objectives of this consultancy are twofold:

- i. An independent MTPR of the UNDAP II as per four of the five UN Evaluation Group - UNEG/Development Assistance Committee - DAC's evaluation criteria of relevance (to the national development agenda), effectiveness, efficiency and sustainability².
- ii. Using the 2021 CCA and the UNDAP II MTPR (objective I above) findings and recommendations; support the revision of the UNDAP II to align with the new Cooperation Framework guidelines.

D. Institutional Arrangement

These various bodies will play the following roles in the MTPR and CF processes:

UN Steering Committee

² <http://www.uneval.org/document/detail/1484>



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The UN Steering Committee (SC) is responsible for providing strategic guidance and orientation on the Cooperation Framework and its implementation ensuring alignment to the national priorities. The UN Steering Committee is chaired by the Minister of MINECOFIN and co-chaired by the UN Resident Coordinator. The High-Level Steering Committee includes Sector Ministers, Development Partners, Private sector, Civil Society Organizations (CSOs), and UN agencies. The Resident Coordinator's Office (RCO) provides operational assistance for the functioning of the UN Steering Committee, in collaboration with MINECOFIN. The UN SC will review and approve the CF formulation, inception report and the full CF.

United Nations Country Team

The UNCT, under the leadership of the UN Resident Coordinator, provides the overall strategic oversight and guidance for the entire process of the MTPR and CF processes. The UNCT will guide the RCO and the Programme Management Team (PMT) with the conceptualization of the UNDAP II MTPR and the formulation of a revised CF, it will review/endorse the independent MTPR produced by the consultant with the overall day to day coordination of the RCO. UNCT members will oversee the quality of the revised CF process and outcome. In its role, the UNCT will be supported by the RCO, the Results Groups (RGs), the PMT, and the M&E technical Facilitation Team.

Programme Management Team (PMT)

The PMT, an inter-agency technical team composed of deputies of UN agencies/senior programme officers and RCO, under the leadership of UNICEF Deputy Representative, will be responsible for the following MTPR and CF activities: participate at the kick-off meeting with the consultant to provide guidance on MTPR and CF revision processes; provide technical and analytical support in MTPR and CF processes and outcomes; provide quality assurance in terms of reviews, analytical support and recommendation on the draft products.

Result Groups (Leads) are responsible to coordinate the RG reporting process and provide support to agencies in the process. The RG leads/secretariats are supported by the Resident Coordinator's Office. For this assignment, the RGs will participate in strategic focus group discussions with the consultant to assess UNDAP II as per the UNEG/DAC criteria, validation of the MTPR report, review of the UNDAP II Theory of Change (ToC) to inform a revised ToC and Results Matrix for the revised CF and participate in the validation of the CF. Members of the following UNCT groups will also participate in RGs strategic discussions with the consultant: Gender technical Reference Group and Prevention of Sexual Exploitation and Abuse (PSEA),



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Resource Mobilization Task Team, Human Rights Task Team, Crisis Management Team, UN Communication Group, and Disability and Inclusion Task Team.

Monitoring and Evaluation Facilitation Task Team

The M & E Facilitation Task Team (M & E FTT) is an interagency policy advisory team comprising M & E experts of various agencies and RCO. It is led by the UNFPA Representative and supported by the FAO Representative. The M & E FTT will participate in the MTPR Focus Group Discussion; and are expected to validate the MTPR report, based on the UNDAP II Theory of Change and Results Matrix and formulate a revised ToC and results matrix as per the CF guideline and participate in the validation of the draft CF.

Operations Management Team

Under the supervision of the United Nations Country Team (UNCT), the Operations Management Team (OMT) brings together UN Agencies, Funds, Programmes and Specialised Agencies in Rwanda³. The OMT provides leadership on the implementation of a coordinated, efficient and effective common operational support agenda at the country level. The aim of the common operations agenda at country level is to ensure programme delivery is supported in an effective and efficient possible way, ensuring high quality, timely operational support to participating UN Organizations. The means to achieve this is through a joint, common approach for a select range of operational support service where there is a clear business case to provide services as a group of UN Organizations, rather than providing these services as individual UN Organizations. OMT will participate in MTPR focus group discussions, validation of the MTPR report, formulation of the CF ToC, results matrix and validation of the CF.

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The RCO will be responsible for the overall coordination and daily management of the UNDAP II MTPR and the CF process. The RCO will provide guidance, data and analytical support as well as quality assurance in consultation, coordination with, and overall strategic guidance of the UNCT. In addition, the RCO will provide support to ensure the consultation of all the

³ Hereafter, the term “UN Organizations” will be used in this document to refer to the UN Agencies, Funds, Programmes and Specialized Agencies

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aforementioned UNCT groups to the process. The responsibility of the RCO includes but is not limited to:

- Providing relevant background documentation required for comprehensive desk reviews.
- Providing lists of contacts in advance and additional ones upon request.
- Organizing focus group consultative meetings, briefing and debriefing sessions with the UNCT, UNCT groups, the RC, the Government counterparts and other national stakeholders; Development Partners, CSOs, the private sector, if/when needed.
- Providing of office/working space to the CF consultant during the assignment, if required. The consultant will however have to use his/her own computer/laptop.
- Coordinating the inclusive and comprehensive drafting of the MTPR and the CF.
- Facilitating provision of UNCT and other quality assurance bodies necessary inputs (reference document and written inputs, as required) to the process.
- Ensuring that all milestones along the MTPR Inception Report and CF Inception Report are met on time and securing effective engagement and participation of in-house UN experts and other relevant stakeholders throughout the MTPR and CF processes.
- Providing feedback and recommendations to the UNCT on progress, completion, and approval of the final MTPR and CF documents, for strategic guidance.

Within this framework, the consultant will implement the deliverables described in these Terms of Reference (ToRs), by reporting to the RCO on a regular basis and to the RC/UNCT when needed. The consultant will also work in close collaboration with relevant UN Agencies through the UNCT, and the Ministry of Finance (MINECOFIN) and other relevant ministries. S/he will also liaise with relevant Development Partners, Civil Society and the Private Sector, if necessary.

E. The Scope of Work

Under the overall leadership of the RC/UNCT and under the day-to-day guidance and direct supervision of the Strategic Planning and RCO Team Leader and the Economist in the Resident Coordinator's Office, and upon contract effectiveness, the consultant will undertake the following Scope of Works (SOW), and as summarized in Table 1. The consultant may propose adjustments to the timing and schedule of deliverables outlined below, provided that this remains within the **66 working days** commencing April 2021 (date TBD) to 30th September 2021.

1. MTPR

- i. **Kick off meeting** between the consultant and the RC, RCO, and PMT team a day after signing the contract. The purpose of the meeting is to review the detailed workplan,

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activities and clarification on the SOW. The meeting will take place in-country physically or in a virtual setting. The consultant is expected to make all necessary logistical arrangements.

- ii. **Deliverable 1: Inception Report (IR) for the MTPR; 2 days after the kick-off meeting.**
The IR will outline the consultant's detailed calendar of work, including schedule of activities and detailed tasks with starting and end dates, and a detailed methodology. The report should not exceed 20 pages without the annexes. The IR will be submitted to UNCT for review within 5 working days from receipt of the report.
- iii. **MTPR Methodology:**
 - a. **Desk review⁴:** Given the just completed rigorous CCA consultation process which produced a repository of data/reports, and the availability of results reports – UNDAF II and Joint Programmes annual results reports, the MTPR will undertake a comprehensive desk assessment of the UNDAF II strategic pillars. The period under review will cover the timeline June 2018 – December 2020. The following critical documents will be reviewed to assess the four evaluation criteria:
 - **UN Rwanda documents** such as 2017 and 2021 CCA; UNDAF II (2018-2023), UNDAF II joint workplans and Annual reports 2018-2019 and 2019-2020; Joint Programmes Proposals and annual reports, UNCT 2021 planned results, the 2020 Universal Periodic Review (UPR), the 2019 Voluntary National Review (VNR) Report, UN Socio-economic Impact Assessment of COVID-19 in Rwanda (2020) and UN Joint Program on Socio-economic response plan; UN Resource mobilization strategy; UN SDG local fund: UN-Info and IMS reports; Business Operations Strategy surveys and reports; Multi Partner Trust Funds Allocation Criteria; UN Steering Committee Meetings Minutes; UN agencies Strategic documents and annual reports; Development partner retreat (DPR) Report; The Great Lake Strategy; the Regional refugee response plans and other international reports including benchmarking Rwanda
 - **UN Global Frameworks** - Transforming Our World: The 2030 Agenda for Sustainable Development and related SDGs; b) Sendai Framework for Disaster Risk Reduction; c) Addis Ababa Action Agenda on Financing for Development; d) Paris Agreement on Climate Change; e) World Humanitarian Summit; f) AU agenda 2063 g) Roadmap for accelerated implementation of the

⁴ NB: The 2021 CCA is informed by an analysis of the listed documents in the ToR as per the CCA guideline, the second review will be guided by four out of the five evaluation criteria described above

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Vienna Plan of Action for Landlocked Developing Countries (LLDCs); h) New Urban Agenda; i) Youth Strategy; j) The Global Compact on Refugees; k) The global compact for migration; l) The Decade of Action; m) Beijing +25; and n) the UN Framework for the COVID-19 Global Response and reports.

- **Government documents** such as the NST1, the Rwanda Voluntary National Review (VNR), Universal Periodic Review (UPR), the Integrated National Financing Framework, National Economic Recovery Plan and Budgets; Various data produced, BNR reports; Outcome documents and recommendations from the 2021 Development Partners Retreat, Economic Recovery Plan (ERP); the Social Protection Response and Recovery Plan (SPRRP); Economic Recovery Fund (ERF) to financially support recovery efforts in key sectors; Rwanda FINSCOPE 2020, DHS 2020; Future drivers of growth; sector strategic documents; NDCs; Green growth and climate resilience strategy; Parliament public reports; Rwanda Governance Board reports.
 - **Existing analytical reports** policies and strategies by development partners, NGOs, the private sector and research and academic institutions, among others.
- b. **Consultative Process for the MTPR:** facilitate Focus Group Discussions with (i) Results Groups members (including a sample of strategic partners and PMT members), (ii) Monitoring and Evaluation Facilitation Task Team, (iii) Joint Programme Participating UN Organizations (PUNOs) - a sample of 4 JPs. (iv) Operations Management Team (OMT) and (v) Members of the following UNCT groups: Gender Technical Reference Group and Prevention of Sexual Exploitation and Abuse (PSEA), Resource Mobilization Task Team, Human Rights Task Team, Crisis Management Team, UN Communication Group, and Disability and Inclusion Task Team; and the (vi) UNCT – (during the UNCT Retreat).
- c. **Analysis** and production of the draft MTPR report which should respond to the following:
- UNEG/DAC evaluation criteria:
 1. **Relevance:** Are the UNDAPII Objective/ rationale / logical framework: relevant to the achievement of NST1 and SDGs? is the UNDAPII results framework appropriate and of sufficient quality to assess performance? are the Joint Programmes (JPs) well designed and do they fit the UNDAPII framework and NST1? Are the programme principles- Human Rights, Leave No One Behind, Gender Equality and Empowerment of Women

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mainstreamed in UNDAP II and JPs? Are the UNDAP II strategic pillars and outcomes still valid and relevant for the next 3-5 years?

2. **Effectiveness:** How effective have the UNDAP II interventions and Joint Programmes been in terms of achieving the targeted results? To what extent have the UNDAP II and JP outcomes been achieved? What have been the (quantitative and qualitative) effects of the joint intervention? To what extent do the observed effects correspond to the UNDAP II outcomes? To what extent can these changes/effects be credited to the intervention? What factors influenced the achievements observed? To what extent did different factors influence the achievements observed?
 3. **Efficiency:** Were the UNDAP II outputs and outcomes achieved at the least cost? were the joint interventions implemented in the most efficient way compared to alternative ways? What are the efficiency gains from Business Operations Strategy (BOS) pillars and interventions?
 4. **Sustainability** - How sustainable are the UNDAP II results at the time of the MTPR?
 - Identify factors that have affected UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks (learning).
 - To the extent possible, assess how the outcomes of different joint interventions and JPs funded under UNDAP II can reasonably be attributed to or be associated with the UNDAP II. Capture both intended and unintended outcomes.
 - Assess what works, what does not work and what can be improved in the revised UNDAP II/CF, including the cooperation within the UN and with all key stakeholders.
- iv. **Deliverable 2 by 14th May 2021:** A draft MTPR report with preliminary findings to support UNCT retreat discussion:
- An assessment of UNDAP II performance along the 4 evaluation criteria (Relevance, Efficiency, Effectiveness, Sustainability)
 - Implications of CCA findings and recommendations to UNDAP II MTPR findings – proposal for moving forward.
 - What to keep, what to drop, what to add/gaps to be filled by the revised/updated Cooperation Framework as per MTPR, CCA findings and recommendations and the CF new guidelines. What are the 3-5 top priorities for the UNCT

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Rwanda for 2022 and beyond, in terms of substantial support to the implementation of the SDGs and the response and recovery to COVID-19?

- v. **Deliverable 3:** Present Deliverable 2 at the UNCT Retreat scheduled to take place from 19th to 21st May 2021 to guide discussion and decision making and the UN Steering Committee by 31st May 2021.
- vi. **Deliverable 4 by 4th June 2021:** Based on feedback received from the UNCT retreat, finalize the MTPR and submit to RCO.

2. Cooperation Framework

The priorities of the Cooperation Framework are directly derived from the national medium-term strategic priorities (NST1), which are aligned with the SDGs as well as regional and subregional development commitments; the CCA; the UNDAF II MTPR and other analytical products. In this context, since the current NST1 and UNDAF II are still valid - June 2024 and June 2023 respectively, the UNCT is envisaging to update the UNDAF II with findings and recommendations from the 2021 CCA and the MTPR and align it to the UN reform strategic framework – the Cooperation Framework and maintain the current timeline of UNDAF II or extend the timeline to that of the NST1.

The consultant is required to familiarize and follow through the Cooperation Framework companion package in carrying out this assignment. The first and background task required for this assignment is the visioning exercise. This will be consultative, collaborative and inclusive to ensure ownership of the process by the UN development system, the Government and all relevant stakeholders.. This requires measures to ensure stakeholders are informed, consulted and can provide inputs, including through geographic outreach where necessary. A mix between “in person meetings” and online virtual consultations, should be considered to get a larger outreach and to ensure that the CF will not be disrupted by changes in the COVID-19 situation.

i. CF Methodology

- (i) **Deliverable 5 CF Inception Report:** In consultation with the RCO and PMT, the consultant will draft the CF Inception Report which will be reviewed by the RC/UNCT and approved by the UN Steering Committee.
- (ii) Building from the CCA and MTPR findings and recommendations, facilitate a participatory and inclusive look at the key elements needed to align the ongoing

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UNDAP II with the CF new guidelines through a prioritization process to inform the revision of the Cooperation Framework's Theory of Change and the results matrix. The prioritization process consists of three iterative steps: (1) Review challenges and opportunities identified in the CCA, MTPR and the UNCT Retreat. (2) Identify key catalytic development solutions to achieve the SDGs in Rwanda. (3) Narrow down to those development solutions that the UN is best placed to support, both through direct action and through leveraging other stakeholders.

- (iii) **Deliverable 6 A revised CF Theory of Change and Results Framework:**
 - a. Building from the UNDAP II Theory of Change, facilitate focus group discussions with UNCT groups, select Government Ministries and development partners, including the private sector and CSOs to translate the identified catalytic development solutions into pathways of change and maps the UN's contribution in each area. Outlining how the interaction and layout of events is expected to lead to desired SDG results and the role of different actors in the process.
 - b. **Facilitate** translation of the Theory of Change into the Results Framework that addresses results and assumptions; and issues of setting and measuring performance and progress.
- (iv) **Deliverable 7** Draft the full CF articulating strategic choices and commitments as per the CF companion guidance.
- (v) **Deliverable 8 CF validation workshops:**
 - a. Present the draft CF to the RGs, PMT, OMT and UNCT for review; and revise the document based on feedback.
 - b. Facilitate CF validation discussion within the UN Steering Committee, Development Coordination Office (DCO) and key stakeholders as required.
- (vi) **Deliverable 9 The Final Revised Cooperation Framework by 30 September 2021.** Based on feedback received from the validation workshops finalize and submit the final Cooperation Framework.

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Specific deliverables by the consultant are summarized in the table below:

No.	Summary of Deliverables	# Working Days
A. MTPR Review		
1.	Deliverable 1: Inception Report (IR) for the MTPR.	2
2.	Deliverable 2 by 18 May 2021: A draft MTPR report	18
3.	Deliverable 3: Present Deliverable 2 at the UNCT Retreat scheduled to take place from 19 th to 21 st May 2021 to guide discussion and decision making and the UN Steering Committee by 31 st May 2021.	3
4.	Deliverable 4 by 4th June 2021: Based on feedback received from the UNCT retreat, finalize the MTPR and submit to RCO.	5
B. Cooperation Framework		
8.	Deliverable 5 CF Inception Report: In consultation with the RCO and PMT draft the CF Inception Report which will be approved by the UN Steering Committee.	2
9.	Deliverable 6 A revised CF Theory of Change and Results Framework: Informed by the CF companion package.	10
10.	Deliverable 7 Draft the full CF articulating strategic choices and commitments as per the CF companion guidance.	15
11.	Deliverable 8 CF validation workshops: Facilitate validation workshops to validate the draft CF.	5
12.	Deliverable 9 The Final Cooperation Framework by 30 September 2021.	6

F. Management of Consultancy Service

This Consultancy will be administrated by the United Nations Development Programme (UNDP) Rwanda Country Office and all relevant UNDP rules, policies and procedures apply. Under the overall supervision of the Head of the RCO, the consultant selected will be responsible for preparation, implementation and administration of the assignment.

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G. Competencies and Qualifications

Education:

- Master's degree in economics, evaluation, social sciences, public and/or business administration, management and other related fields.

Experience:

- At least 10 years of proven experience in writing analytical, evaluation reports and strategic planning documents.
- Knowledge of the global development agenda, including the Sustainable Development Goals, as well as of the national development priorities and the context of Rwanda.
- Knowledge of Human rights-based approach to Programming, LNOB principle, Gender, and Result-Based Management;
- Understanding of the principles of the UNDP and UN activities in Rwanda or elsewhere;
- The knowledge of the UN reforms and the CF new guidelines.
- Previous experience in UN related analytical works and reporting including gender responsive reporting is an added advantage.

Language:

- Excellent written and oral English

Corporate competencies

- Demonstrates integrity by modeling the UN's values and ethical standards
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly

Functional competencies

- Leadership: Capacity to engage with a wide audience of diverse background.
- Technical Skills: Extensive experience in analytical work and production of analytical papers/reports.
- Communication: Excellent skills written and oral fluency in English.

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- **Teamwork:** Ability to establish and maintain good working relations with colleagues in multi-cultural environment and to respond positively to critical feedback and differing points of view.
- **Client-oriented:** Focuses on result for the client and has the ability to handle a large volume of work possibly under time constraints.

H. Selection Criteria

Upon the advertisement of the Procurement Notice, qualified individual consultants are expected to submit both the Technical and Financial Proposals. Accordingly, individual consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

In this regard, the respective weights of the proposals are:

- a. Technical criteria weight is 70%
- b. Financial criteria weight is 30%

Below is the breakdown of scores for the technical proposal on 100% basis, which will be brought to 70%:

Criteria	Weight	Max. Point
Master’s degree in economics, evaluation, social sciences, public and/or business administration, management and other related fields.	10 %	10
At least 10 years of proven experience in writing analytical, evaluation reports and strategic planning documents.	30%	30
Knowledge on the global development agenda, including the Sustainable Development Goals, as well as on the national development priorities and the context of Rwanda.	20%	20
Knowledge of Human rights-based approach to Programming, LNOB principle, Gender, and Result-Based Management	20%	20
Understanding of the principles of the UNDP and UN activities in Rwanda or elsewhere; Previous experience in UN related reporting including gender responsive reporting is an advantage.	20%	20
TOTAL	100%	100

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I. Payment Milestones and Authority

Each applicant will indicate the cost of services for each deliverable in US dollars in the proposal. The Consultant will be paid based on the effective UN exchange rate (where applicable), and only after the head of the RCO or the designated officers approve over the completion of each deliverable. The Consultant will be paid in accordance with UNDP rules, the amount paid should be considered inclusive of all associated costs including travel, communications, social security, pension and income tax.

Each applicant will indicate the cost of services for each deliverable in US dollars in the proposal. The Consultant will be paid only after approval by the RCO of the completion of each deliverable. The Consultant will be paid in accordance with UNDP rules, the amount paid should be considered inclusive of all associated costs including travel communications, social security, pension and income tax.

The consultant shall be paid the consultancy fee upon completion of the following milestones.

- 5% after the submission and acceptance of Deliverable 1 (the MTPR Inception Report.)
- 20% after the completion of Deliverable 3 (presentation of the draft MTPR to UNCT and UN Steering Committee .
- 25% after the submission and acceptance of the final deliverable 4 (the final MTPR report).
- 10% after the submission and acceptance of Deliverable 5 (CF Inception Report.)
- 15% after the completion of Deliverable 6 (Theory of change).
- 25% after the submission and acceptance of the final deliverable 9 (The final Cooperation framework).

J. Recommended Presentation of Proposal

For purposes of generating proposals whose contents are uniformly presented, the proposal document must have at least the following content and it shall follow its sequencing:

- Personal CV or P11, indicating all experience from similar consultancies/projects
- Letter of Motivation
- Implementation Timelines
- At least three (3) professional references
- A financial proposal that indicates all-inclusive costs including travel, communications, social security, pension and income tax.



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- Duly Signed Offer Letter to UNDP Confirming Interest and Availability (use the template hereto)

K. DISCLAIMER

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process. Any Proposal submitted will be regarded as an offer by the Proposer and does not constitute or imply the acceptance of any Proposal by UNDP. UNDP is under no obligation to award a contract to any Proposer as a result of this Terms of Reference.