THE UNITED NATIONS DEVELOPMENT PROGRAMME-RWANDA

<u>**Terms of Reference**</u>

Recruitment of an individual Consultant to conduct a Governance portfolio Evaluation

1. <u>**BACKGROUND**</u>

Rwanda has made remarkable progress in recent decades following the 1994 Genocide against the Tutsis. This progress is marked by sustained economic growth, poverty reduction, national reconciliation, rule of law, and overall security of the country. UNDP Rwanda has been engaged in the democratic governance sector for a long time. However, several challenges remain in certain areas of democratic governance including access to justice, service delivery, access to information, inclusive governance and social healing.

In line with UNDP's Strategic Plan 2018- 2021 which is anchored in the 2030 Agenda for Sustainable Development and committed to the principles of universality, equality and leaving no one behind, inclusive and effective democratic governance remains an important area of work for UNDP globally and UNDP Rwanda particularly as clearly set out in both the United Nations Development Assistance Plan (UNDAP) and the UNDP Country programme Document.

The current programming cycle is aligned to the Government of Rwanda's National Strategy for Transformation (NST1) covering the period 2017-2024 and the United Nations Development Assistance Plan (UNDAP), covering the period 2018 -2023.

Given Rwanda's progress in democratic governance as evidenced by the data from consecutive governance scorecards and other global reports, Rwanda has been one of the global pilots on SDG 16, as an elaborated system for data collection, including baselines and targets, was already

in place to track progress in governance, rule of law and security.[1] The 2019 Rwanda Voluntary National Review (VNR)[2] offered a great opportunity for Rwanda to take stock of implementation progress of the SDGs, reflect on the efforts still needed to be made as well as share experiences. The VNR report provided the country and the world with an update on the progress on the implementation of the 7 goals (SDG2,4, 8, 10, 13, 16 & 17) for which an in-depth analysis was conducted and of four additional goals (SDG 1,3,5, and 9) which were discussed in the report. Sustainable Development Goal 16 on Promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels was also assessed in-depth.

Delivering as One in Rwanda

Having been among the first pilot countries, Rwanda adopted the Delivering as One approach many years ago, both UNDAP 1 and UNDAP 2 outline a common vision, planning, and implementation on how the UN system can support the national needs and priorities as described in Vision 2020, Vision 2050, the National Strategy for Transformation (NST1) and agenda 2030.

UNDP Rwanda actively participates in two Sector Working Groups (SWG) of NST1: The Justice, Reconciliation, Law and Order (JRLO) Sector and the Decentralization and Governance sector, including co-Chairing the JRLOS Sector Working Group.

The United Nations delivers its programmes in collaboration with the government through the 2018 -2023 UNDAP, which is centred around three Strategic Priority Areas which are:
(i) Economic Transformation.
(ii) Social Transformation,
(iii) Transformational Governance.

The democratic governance portfolio of UNDP Rwanda is situated in Results Group 3 on Transformational Governance. UNDP Rwanda acts as Chair of this One-UN Results Group since 2020 and is the overall lead agency in this results area.

The governance portfolio of UNDP Rwanda contributes to both UNDAP 2 outcomes of this Result Group on Transformational Governance namely:

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[1] Final report on illustrative work to pilot governance in the context of SDGs, RGB, Feb 2016

[2] https://sustainabledevelopment.un.org/content/documents/23432Rwanda_2019_VNR_Final_Draft___17_06_2019.pdf

Outcome 5: By 2023 people in Rwanda benefit from enhanced gender equality, justice, human rights, peace and security; and

Outcome 6: By 2023 people in Rwanda participate more actively in democratic and development Processes and benefit from transparent and accountable public and private sector institutions that develop evidence-based policies and deliver quality services.

Democratic Governance Portfolio

The Transformational Governance Unit (TGU) is one of the two key programmatic units of UNDP Rwanda and leads the work in the governance area. In this regard, the UNDP TGU is implementing governance projects in partnership with national counterparts.

The following are the main programmes and projects that are currently being implemented under the Transformational Governance Portfolio:
1) **Deepening Democracy through Strengthening Citizen Participation and Accountable Governance - DDAG (**2018-2023)
2) **Strengthening the Rule of Law in Rwanda: Justice, Peace and Security for the People – A2J (**2018-2023)
3) **Strengthening Civil Society Organizations for Responsive and Accountable Governance in Rwanda – CSO (**2018-2023)
4) **Promoting Gender Accountability in the Private sector in Rwanda - GES (2018-2023).**
5) **Strengthening the Capacities of the Rwanda Peace Academy (2019-2020; 2020-2021 and 2021-2022)**

The implementing partners of these projects are the following:
- **DDAG:**
  o The Rwanda Governance Board (RGB), which implements components related to generating evidence-based research and assessments such as the production of the Rwanda Governance Score Card (RGS), as well as the Citizen Report Card (CRC), as well as support the media Self-Regulatory Body and the Association of Rwandan Journalists (ARJ) and media reform activities.
  o The Media High Council, which was responsible for media capacity building activities;
  o The National Forum for Political Organizations (NFPO), which works towards strengthening the political engagement and dialogue among the youth and women.
  o The Parliament for the Induction of newly elected parliamentarians

- o National Electoral Commission (NEC), which is responsible for conducting Fair Transparent and Peaceful Elections
- o The Ministry of Local Government (MINALOC) which implements Local Government's capacity building needs assessment and strategy focusing on the poorest Districts

- **CSOs:**
  - o The Rwanda Governance Board (RGB), which is the national authority in charge of registering and monitoring national CSOs.
  - o Civil Society Organisations (CSOs) working in the area of citizen engagement, environment protection, Human Rights, gender equality, legal aid, media, mediation, social protection, youth, disability and inclusion, among others.
  - o The National Council of Persons with Disabilities (NCPD), the HVP Gatagara and the National Union of Disability Organizations in Rwanda (NUDOR) which implemented activities related to the disability and inclusion window of the programme, as responsible parties

- **A2J**:
  - o The Ministry of Justice (MINIJUST), which implements activities related to access to justice and human rights protection; It also coordinates ad-hoc activities implemented by the Rwanda Law Reform Commission, the Rwanda Investigation Bureau and the Office of the Ombudsman.
  - o The National Unity and Reconciliation Commission (NURC), which promotes unity and reconciliation among Rwandans; and produce data on reconciliation and social cohesion.
  - o Rwanda National Police (RNP), which implements activities related to crime prevention through implementation of community policing concepts and the empowerment of female police officers amongst others. RNP also implements activities related to Covid-19 pandemic prevention.
  - o The Rwanda Bar Association (RBA) that implements legal aid activities and the capacity building of women advocates
  - o The Prison Fellowship Rwanda (PFR) that implements social healing activities in prisons and communities.
  - o The Rwanda Correction Services (RCS), the Rwanda Investigation Bureau (RIB), the Office of the Ombudsman and the Rwanda Law Reform Commission (RLRC) implements ad hoc activities.

- **Gender Accountability Project (GES):**
  - o The Gender Monitoring Office (GMO) which implements the gender equality seal related activities, including gender assessments and strategic engagements on gender accountability in the private sector.
  - o The Private Sector Federation (PSF) implements activities related to capacity building of members of the private sector federation and advocacy and coordination of gender mainstreaming in the private sector.
  - o The Rwanda Bureau of Standards (RBS) and the National bank of Rwanda (BNR) implement targeted activities responding to their respective mandates.

- **Strengthening the Capacities of the Rwanda Peace Academy (RPA)**
  - o The Rwanda Peace Academy (RPA) implements activities related to capacity building of future peace support personnel to create a pool of trained and ready to be deployed staff. It also implements activities that aim at strengthening RPA research capacities.

These five main projects are primarily financed through UNDP core resources (TRAC1.1. and TRAC 2). The DDAG project has received additional funding from the Swiss Development Cooperation agency (SDC) to support media reforms, and from SDC and Japan for the national Covid-19 response, whereas the CSO Project received additional funding through the UNDP funding window. The A2J Program received additional support from the SDC to support the human rights monitoring and reporting by CSOs and to support in addressing merging crimes.

2. PURPOSE, OBJECTIVE, SCOPE, FOCUS AND MID-TERM EVALUATION QUESTIONS

Rationale and Purpose for a Governance Portfolio Evaluation

UNDP conducts outcomes, portfolio and programme/ projects evaluations at different stages of the Country programme to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level.

These are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the revised UNDP Rwanda Evaluation Plan, the proposed Governance portfolio evaluation will be conducted to assess the status of Implementation of the different projects under the Transformational Governance Portfolio.

The goal of the governance portfolio evaluation will be to assess the status of implementation of UNDP's governance portfolio and how they are contributing to the expected results, the effective use of financial resources as well as the partnerships. Moreover, the evaluation will assess the impact of Covid-19 to the portfolio results and make actionable recommendations.

The purpose of the governance project evaluation:
The main purpose of the portfolio evaluation is to assess the status of achievement of governance programme and projects' outcomes, outputs, their alignment, contribution to national development goals, as well as the UNDAP and UNDP strategic Plan Results. The evaluation will help identify areas that needs improvement and provide a venue for learning on implementation strategies and risk management.

The evaluation of projects will be conducted in the second semester of 2021 at mid-term of the current programme cycle 2018-2023

3. **Objectives of Governance Portfolio Evaluation**
The evaluation will assess how UNDP Rwanda's governance portfolio results contributed to a change in development conditions of democratic governance in Rwanda in collaboration with other key actors in the governance area and in line with the project results and resources frameworks.

The overall objective of the portfolio evaluation is to assess the level of implementation of the programmes /projects being evaluated, namely Access to justice (A2J), Deepening Democracy and Accountable Governance (DDAG), CSO strengthening project, Strengthening the capacities of RPA and the Gender Accountability projects and their contribution to the country programme governance results.

The specific objectives of the portfolio evaluation are the following:
(i) To assess progress (what and how much) towards achieving governance portfolio results (*including contributing factors and constraints*),
(ii) to assess whether the projects are the appropriate solution to the identified problem(s);
(iii) To assess the relevance of and progress made in terms of the UNDP programme outputs and assess sustainability of results and benefits (*including an analysis of both programme/project activities and soft/technical-assistance activities*),
(iv) To assess the alignment of the transformational governance portfolio to national development priorities, UNDAP and UNDP's Strategy 2018 -2021

(v)   To evaluate the contribution that UNDP has made/is making to the progress towards the achievement of the governance outcome

(vi)   To reflect on how efficient the use of available resources has been

(vii)   To document and provide feedback on lessons learned and best practices generated by the governance portfolio during its implementation.

(viii) To identify any unintended results that emerged during implementation (beyond what had initially been planned for)

(ix)   To ascertain whether UNDP's partnership strategy has been appropriate and effective.

(x)   To provide feedback and recommendations for subsequent decision making and necessary steps that need to be taken by UNDP and national stakeholders to ensure sustainability of the governance portfolio results.

(xi)   To assess the level of gender mainstreaming, disability inclusion and human rights-based approach to programming and progress against gender equality and human rights expected results.

(xii)   To identify possible future intervention strategies and issues.

4. Scope and Focus of the governance portfolio mid-term evaluation

The evaluation will look at UNDP's governance portfolio interventions in a holistic and comprehensive manner, including SWOT analysis of different approaches and projects.

The primary scope of evaluation will focus on the status of implementation of the governance portfolio through the DDAG, CSOs, GES and A2J projects, how these projects are contributing to advancing democratic governance, the effectiveness of interventions and project management efficiency.

The evaluation will assess how the governance portfolio is mainstreaming the UN programming principles subscribed during the program elaboration phase with particular focus on gender equality, human rights, and the principle of leaving no one behind, including disability inclusion, as well as capacity development.

More specifically, the governance portfolio evaluation will focus on the following:

Projects outcome status: Determine whether and to what extent the individual projects outcomes are being achieved or are likely to be achieved by end of the programme cycle and if they are contributing to the wider governance outcome (i.e. advancing transformational governance), identify the challenges and propose any mitigating strategies. Moreover, the mid-term evaluation will assess the relevance and adequacy of UNDP projects outputs to the projects' outcomes. The evaluation will evaluate if programme strategies and activities were relevant to

achieve project outputs and outcomes. The evaluation will identify innovative approaches and capacities developed through UNDP assistance.

Underlying factors: Analyse the underlying factors beyond UNDP's control that influenced the outcome including SWOT and PESTEL analysis. Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of outputs, potential financial constraints, the degree of stakeholders and partners' involvement in the completion of outputs, and how processes were managed/carried out.

Strategic Positioning of UNDP: Examine the distinctive characteristics, comparative advantages, and features of UNDP's governance portfolio and how it has shaped UNDP's relevance as a current and potential partner in Rwanda. The Country Office (CO) position will be analysed in terms of communication that goes into articulating UNDP's relevance, or how the CO is positioned to meet partner needs by offering specific, tailored services to these partners, creating potential added value by responding to partners' needs, mobilizing resources for the benefit of the country, not for UNDP, demonstrating a clear breakdown of tailored UNDP services and having comparative advantages relative to other development organizations in area of democratic governance.

Partnership strategy: Ascertain whether UNDP's partnership strategy has been appropriate and effective. What were the partnerships formed? What was the role of UNDP and how it contributed to support programme activities? How did the partnership contribute to the achievement of the outcomes results? What was the level of stakeholders' participation including of IPs, UN agencies and development partners? Examine the interagency UN collaboration and partnership among development partners in the relevant field. This will also aim at validating the appropriateness and relevance of the environment's outcome to the country's needs and the partnership strategy and hence enhancing development effectiveness and/or decision making on UNDP future role in governance. Assess the role pattern and stakeholder's analysis to determine how the partnership benefited the projects outcomes.

Lessons learnt: Identify lessons learnt and best practices and related innovative ideas, in relation to management and implementation of governance portfolio activities to achieve related outcomes and desired results. This will support learning lessons about UNDP's contribution to the governance portfolio. The evaluation will also identify cross-learning themes from the programme experimentation captured during the course of programme activities implementation. Identify opportunities that could inform the remaining period of the current programming cycle.

5. __The Evaluations Questions__

The consultant will consider the following:

a) Relevance

- Extent to which the governance portfolio projects are relevant to Rwanda's Vision 2020 and 2050 agendas, the National Strategy for Transformation (NST1), UNDAP2, Vision 2050 and the SDGs.
- Extent of the progress towards advancing governance results in general and the portfolio results in particular.
- How relevant is UNDP's support for different partners: national authorities of Rwanda, development partners, civil society, and the private sector?
- To what extent did the projects results contribute to the UNDAP 2 and NST1 results in the areas of Transformational Governance and issues related to the gender, accountability, participation and Rule of law?
- Were the strategies adopted and the inputs identified, realistic, appropriate and adequate for the achievement of the results? Is there any need to change the focus in view of the next programming?
- Do the projects continue to be relevant to the GOR priorities in governance?
- How did the governance portfolio mainstream the UN programming principles including the principle of Leaving No One behind?

b) Efficiency

- How much time, resources, capacities, and effort it takes to manage the governance portfolio projects, and where are the gaps if any? More specifically, how do UNDP practices, policies, decisions, constraints; capabilities affect the performance of the projects and Portfolio? Has UNDP's strategy in producing the projects' outputs been efficient and cost-effective?
- Extent of M&E contribution to achieve the project outcomes and outputs' indicators
- Roles, engagement and coordination among various stakeholders in the governance sector, One UN Programme in project implementation? Were there any overlaps and duplications?
- Extent of synergies among One UN programming and implementing partners?
- Synergies between national institutions for UNDP support in programming and implementation including between UNDP and development partners?
- Could a different approach have led to better results? What would be those approaches?
- Do the programmes' activities overlap or duplicate interventions?

c) Effectiveness

- Extent of UNDP's effectiveness in producing results at the local levels and at the aggregate national level? Extent of UNDP support towards capacity development of partners, advocacy on governance issues and policy advisory services in Rwanda?
- Assessment of UNDP's work on advocacy to scale up best practices and desired goals; UNDP's role and participation in national debate and ability to influence national policies?
- Extent of UNDP's contribution to human and institutional capacity building of implementing partners as a guarantee for sustainability beyond UNDP interventions?
- Was the scope of interventions realistic and adequate to achieve results?
- Assess the programmatic approach with other approaches used by UNDP and in the sector (e.g. policy advisory services, technical assistance)?
- Contributing factors and impediments to the achievement of the outcome results through related supported project outputs?
- Assessment of the capacity and institutional arrangements for the implementation of the UNDP governance portfolio in view of UNDP support to the GoR and within the context of Delivering as One?
- Extent of UNDP partnership with civil society and private sector in promoting democratic governance in Rwanda?
- Are programmes effective in responding to the needs of beneficiaries, and what are result achieved? Are those with the highest risk of being left behind considered?
- Extent to which established coordination mechanisms are enabling /or not achievements of project outcomes and outputs?

d) Sustainability

- Extent to which UNDP established mechanisms ensure sustainability of the governance portfolio' interventions?
- Extent of the viability and effectiveness of partnership strategies in relation to the achievement of the governance portfolio projects' outcomes?
- Provide preliminary recommendations on how the governance portfolio can most effectively support appropriate central authorities, local communities, and civil society in improving service delivery in a long-term perspective?
- Assess possible areas of partnerships with other national institutions, CSOs, UN Agencies, private sector, and development partners in Rwanda?
- Assess how governance studies and available data are used to build the sustainability of the programmes?

- Assess the likelihood of continuation and sustainability of the programmes and benefits during the remaining period of the current program cycle and beyond?
- What are the main lessons that have emerged from each programme implementation?

However, the evaluation team is expected to add and refine these questions in consultation with UNDP and key stakeholders.

Based on the above analysis, provide overall and specific recommendations on how UNDP Rwanda Country Office should adjust and orient its programming, partnership arrangements, resource mobilization strategies, monitoring and evaluation strategies, working methods, approaches and/or management structures and capacities to ensure that the governance portfolio fully achieves its outcome by the end of the current UNDAP period and beyond.

6. **METHODOLOGY**

An evaluation approach is indicated below, however, the evaluation team is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards (as adopted by the UN Evaluation Group). They must be also approved by UNDP before being applied by the evaluation team. The governance portfolio Evaluation will be carried out in accordance with UNEG Evaluations Norms and Standards for Evaluation and OECD/DAG Principles.

The evaluation must provide evidence-based information that is credible, reliable, and useful and must be easily understood by project partners.

Data will be mainly collected from the existing information sources through a comprehensive desk review that will include the analysis of relevant project documents, studies, surveys information, data/statistics, and triangulation of different studies. The key documents to be considered during the desk review are mentioned in Annex under List of Recommended documents.

The in-depth desk review will be followed by:
- Interviews with all key partners and stakeholders
- Questionnaires where appropriate
- Field visits to selected project sites and partner institutions, considering the geographic location of the participants' beneficiaries and their involvement in the assessment of programmes results.
- Participatory observation, focus group discussions, rapid appraisal techniques

- Validation workshop including all stakeholders, (partners and selected beneficiaries who participated in the programmes)

The evaluation will include a wide participation through interviews, discussions, and consultations of all relevant stakeholders including the UN, the GoR institutions, CSOs as well as development partners, private sector representatives, and beneficiaries.

Briefing and debriefing sessions with UN and the Government officials, and potentially development partners, are envisaged.

Data collected should be disaggregated (by sex, age and location) where possible. Data should especially examine the portfolio programmes /projects impact in terms of creating equal opportunities for women and men or addressing gender equality and women's empowerment issues.

A design matrix approach relating objectives and/or outcomes to indicators, study questions, data required to measure indicators, data sources and collection methods that allow triangulation of data and information often ensure adequate attention is given to all study objectives.

The formulated recommendations should be solution-oriented and as specific as possible.

The evaluation ratings to be used are:

HS	Highly Satisfactory
S	Satisfactory
U	Unsatisfactory
HU	Highly Unsatisfactory
NA	Not applicable

7. <u>Outputs/Deliverables of the Evaluation</u>

1. **Inception Report:** The inception report which details the evaluators understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that the evaluator and the stakeholders have a shared understanding of the evaluation. The inception report will include the evaluation matrix summarizing the

evaluation design, methodology, evaluation questions, key informants, data sources and collection analysis tools for each data source and the measure by which each question will be evaluated, for the evaluated projects.

2. **Draft governance portfolio Evaluation Report** for evaluated projects to be put forward during pre-validation workshop (40 -50 pages). The report will be reviewed by all stakeholders to ensure that the evaluation meet quality criteria.

3. **Final mid-term Evaluation Report**, integrating feedback voiced during pre-validation workshop 10 days after receiving the draft report.

The deliverables will be drafted in English.

8. <u>Duty Station</u>

The duty station of the work is Kigali, Rwanda. However, the consultant (s) may be required to travel to project sites outside Kigali but in Rwanda.

9. <u>Scope of Price Proposal and Schedule of Payments</u>

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

- 30% after adoption of the inception report
- 50% after presentation and approval of the draft report
- 20% after the approval of the final report

The consultancy fee instalments will be paid as Lump Sum Amounts inclusive of expenses related to the consultancy. The contract price will be fixed regardless of changes in the cost components.

10. <u>Required expertise and qualifications of the Evaluation Team</u>

The evaluation will be conducted by an individual local consultant who is experienced in conducting outcome evaluations, has strong background on governance issues, and is knowledgeable about programme management principles mainly gender equality, human rights, sustainability, leaving no-one behind and resilience.

Specific Qualifications:

The national consultant will:

- Have a strong background in participatory evaluation of development programmes;
- Hold at least a Master's Degree in political science, governance, law, international development, or other related areas and at least 10 years' experience in conducting and leading evaluations/researches.
- Have sound knowledge and practical experience in programme development, formulation, monitoring and evaluation, including experience in the UN development cooperation system;
- Have extensive expertise, knowledge, and experience in the field of Governance, inclusive participation, access to justice, gender, human rights promotion, conflict prevention and peace building and support to democratic governance initiatives with focus on citizen participation and empowerment, media development and elections;
- Have knowledge about programme management principles mainly gender equality, human rights, sustainability, leaving no-one behind and resilience.
- Have experience in evaluating similar portfolios.
- Have strong communication, facilitation and management skills.
- Have good team work experience and skills.
- Have excellent reading and writing skills in English. Knowledge of French and Kinyarwanda is an asset.
- Be fully acquainted with UNDP's Results-Based Management orientation and practices development.

<u>Management Arrangements for the Evaluation</u>

- UNDP will contract a national consultant who will conduct the portfolio evaluation on behalf of UND.
- UNDP is ready to facilitate the alignment of the approved methodology including facilitating contacts with partners and stakeholders as well as beneficiaries.
- An evaluation review panel will be set up, comprised of UNDP staff as well as representatives of implementing partners. The UNDP Deputy Resident Representative will provide overall oversight with the Heads of UNDP's Governance Unit and UNDP's Management Support Unit providing technical oversight, quality assurance and guidance to the evaluation to ensure that it meets the UNEG evaluation quality criteria.

11. Duration and Work Schedule of the Evaluation

The evaluation will be conducted starting in August/September 2021 for an estimated 45 working days.

Upon signing of the contract, the consultant will be given the necessary working documents for reference and all necessary information.

Activity	Deliverable	Time allocated
Evaluation design, methodology and detailed work plan	**Inception report**	**5 days**
Inception Meeting Initial briefing		
Documents review and stakeholder consultations	**Draft evaluation report**	**30 days**
Field Visits		
Data analysis, debriefing and presentation of draft Evaluation Report		
Validation Workshop		
Finalization of Evaluation report incorporating additions and comments provided by all stakeholders and submission to UNDP and GoR	**Final evaluation report**	**10 days**

Selection Criteria
Interested candidates should apply by presenting the following documents:

a. **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;

b. **Personal CV or P11**, indicating all experience from similar evaluations, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;

c. **Brief description** of why the individual considers him/herself as the most suitable for the assignment, and a methodology, if applicable, on how they will approach and complete the assignment.

d. **Financial and Technical Proposal** that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.

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Submissions will be evaluated in consideration of the Evaluation Criteria as stated below:

1. The offer will be evaluated by using the Best value for money approach (combined scoring method). Technical proposal will be evaluated on 70%. Whereas the financial one will be evaluated on 30%.

2. A two-stage procedure is utilized in evaluating the proposals, with the technical evaluation being completed prior to any financial proposal being opened and compared. Only proposals that achieve above the minimum of 49 points (i.e. at least 70% of the total 70 points) on the technical proposal shall have their financial proposals reviewed.

3. Evaluation of Financial proposal (30 points

4. If the technical proposal achieves the minimum of 49 points, the competitiveness of the financial proposal will be considered in the following manner:

5. The total amount of points for the fees component is 30. The maximum number of points shall be allotted to the lowest fees proposed that is compared among the applicants which obtain the threshold points in the evaluation of the substantive presentation. All other fees proposals shall receive points in inverse proportion to the lowest fees; e.g.

6. [30 Points] x [US$ lowest]/ [US$ other] = points for other proposer's fees.

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

Criteria	*Weight*	*Max. Point*
Technical		
At least a Master's Degree in political science, governance, law, international development, or other related areas	*10 %*	*10*
At least 7 years of Extensive expertise, knowledge, and experience in the field of Governance, inclusive participation, support to democratic governance initiatives with focus on citizen participation and empowerment, media development and elections; rule of law, access to justice, human rights, and conflict prevention.	*20 %*	*20*
At least 7 years of experience in programme formulation, monitoring and evaluation; experience in evaluating similar	*20%*	*20*

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programmes; experience in gender and human rights mainstreaming.		
At least 10 years of experience in working with international organizations and donors; and demonstrable experience working for the United Nations System	*5%*	*5*
Overall methodology to undertake the assignment	*40%*	*40*
Fluency in English (written and spoken) and a working knowledge of one of the other languages (French or Kinyarwanda)	*5%*	*5*
TOTAL	*100%*	*100*

12. **Format of the final evaluation report**

The key product expected from the governance portfolio evaluation is a comprehensive analytical report in English that should, at least, include the following contents but could be adjusted with the approval of UNDP:

- Title and opening pages
    - o Name of the evaluation intervention
    - o Names and organizations of evaluators
    - o Acknowledgements
- Table of contents
- List of acronyms and abbreviations
- Executive Summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Description of the evaluation methodology
    - o Findings and conclusions
    - o Portfolio projects Relevance
    - o Projects Results: Progress towards Project Outcome Outputs / results
    - o Projects Efficiency and Effectiveness
      -Internal projects efficiency
      -Partnership strategy
    - o Changes in context and outside of project control
    - o Sustainability of results
    - o
- Key Recommendations
- Lessons Learned (including good practices and lessons learned)
- Annexes: ToRs, field visits, people interviewed, documents reviewed, questionnaire, etc.

Annex - List of Recommended Documents

1. Republic of Rwanda, Constitution (as revised in 2015)
2. Republic of Rwanda, Rwanda Vision 2020
3. Republic of Rwanda, Vision 2050
4. Republic of Rwanda, National Strategy for Transformation (2018 – 2024,
5. United Nations Rwanda, UNDAP 2018-2024
6. UNDP Country Programme Document (CPD) 2018 -2023
7. United Nations Evaluation Group (UNEG), Norms and Standards for Evaluation
8. Project documents: DDAG, CSOs, RPA, GES and A2J
9. Annual progress reports of DDAG, CSO, GES, RPA and A2J quarterly progress reports (Oct 2018- June 2021)
10. Overview of financial expenditure of DDAG, CSO, GES, RPA and A2J from the start till present
11. Sector strategic plans and annual reports of the Sector Working Groups JRLOS and Decentralization and Governance
12. 2015 and 2020 UPR reports for Rwanda (State, CSO, NCHR, UN Compilation, GoR) and subsequent action plans
13. JRLOS Gender Audit
14. Documentation of 20 years of Reconciliation (NURC)
15. Criminal justice policy
16. National policy on persons with disabilities
17. ADR policy
18. Decentration and Governance & JRLOS SWG reports (Forward looking and backward-looking report -July 2018-June 2021)

Studies, Surveys and Evaluations

19. UNDAP evaluation reports
20. Evaluations reports for DDAG, CSO and A2J
21. Rwanda Reconciliation Barometers (2010 -2020)
22. Citizen report cards
23. Media barometer
24. Rwanda Governance Score Cards (2010-2020)
25. Gender Audit JRLOS Final Report 2015
26. JRLOS disability inclusion strategy
27. Civil Society Development Barometer 2018
28. VNR Report (2019)
29. Assessment of Ndi umunyarwanda programme

All interested applicants should submit: a recent CV; a brief outline of the evaluation approach and methodology; period of availability, a proposed budget for the assignment implementation to: UNDP Rwanda, KIGALI; Email: procurement.rw@undp.org ; **Application deadline: TBC.**

APPROVED BY:

TGU Head of Unit

Nadine Umutoni Rugwe

Nadine Rugwe