**Terms of Reference for Individual** **Consultant for IDPFI Project Mid Term Evaluation**

1. **A. General Information**

|  |  |
| --- | --- |
| **Application type:** | **External Individual Consultancy** |
| **Job Title:** | **Individual Consultant for IDPFI Project Mid Term Review** |
| **Category** | **Inclusive Green Economy Unit, UNDP CO** |
| **Duty station** | **Kigali, Rwanda** |
| **Application Deadline:** |  |
| **Type of contract:** | **Individual Consultant Contract** |
| **Expected starting date:** |  |
| **Duration** | 1. **working days spread over 3 months (October to December 2022)** |

**B. Background and Context**

The Innovative Development Policy and Finance for Impact (IDPFI) Project builds upon the previous support extended to the Ministry of Finance and Economic Planning (MINECOFIN) by UNDP under the project “Support for Effective Development Cooperation for Results” that was jointly supported by UNDP, DfID and Switzerland. The project addresses the underlying challenges to economic and social transformation in Rwanda including, economic diversification, inclusive and accelerated economic growth and reduction of poverty and inequality. Despite rapid economic growth and significant gains in the reduction of poverty and inequality, still significant share of the population remains below income and multidimensional poverty lines in Rwanda, mainly because of very high population growth in rural areas, limited structural transformation, high vulnerability caused by weather related climate change, low levels of private investments and limited finances to undertake transformational programmes.

With the adoption of SDGs, Rwanda needs to consolidate and enhance its progress in an integrated way as stated in the new National Strategy for Transformation (NST1). The need to make concurrent progress in multiple fronts is recognized by the Government of Rwanda. However, this ambitious goal can only be achieved if system wide thinking is adequately embedded within the national institution’s planning approaches, new and innovative policy options are developed to deepen structural transformation and if Rwanda achieves significant mileage in attracting and boosting domestic savings, private investments as well as diversifying its sources of finance for development. IDPFI project is expected to contribute to the United Nations Development Assistance Plan (UNDAP): ‘‘By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all’’. This will be achieved through the following Outputs:

* 1. “Strengthened national capacities for evidence-based planning, innovative policy analysis and M&E to inform the implementation of NST1 and the SDGs”;
* 2: “MINECOFIN has enhanced technical capacity to access, monitor and manage diverse external development finance resources to achieve national development objectives”;
* 3: “Strengthened Government capacity to utilize non-traditional sources and mechanisms of finance” and
* 4: “The newly established Rwanda Cooperation Initiative has enhanced institutional capacity to accelerate progress on the Sustainable Development Goals (SDGs) through an effective coordination of Rwanda’s South-South and Triangular Cooperation activities”.

The results framework is aligned to Agenda 2030, Rwanda’s national policies and strategies, UNDP’s Country Programme Document (CPD), (UNDAP) 2018-2023 and other relevant frameworks. The project works with the appropriate stakeholders and through effective partnerships.

The project is implemented using government own systems under the strategic guidance of senior management in MINECOFIN and day to day support from the External Finance Division under the Office of Chief Economist within MINECOFIN and the National Planning and Research Department in operationalisation of interventions within their respective mandates as well as additional responsible parties, including the National Institute for Statistics and Research (NISR). A Steering Committee chaired by the MINECOFIN provides strategic oversight to the project, with senior representation from relevant stakeholders. Technical Assistance to MINECOFIN will be provided, and quality will be assured by UNDP and partners including ONE UN team.

The IDPFI Project started on 1st June 2019 and is expected to close on 31st May 2024 with a total budget of USD 4,205,000.

Against this background, UNDP jointly with MINECOFIN UNICEF are looking for a National or international qualified consultant to carry out a Mid Term Evaluation that

**C. Scope of Work**

The main purpose of the Mid-term Evaluation is to examine the results, achievements, and constraints of UNDP and MINECOFIN funded activities of the IDPFI Project. The Project was initiated in 2019 and is planned to end in June 2024. The findings and recommendations of the evaluation and lessons learned from its implementation will inform the end of the programme cycle.

The consultant is intended to identify weaknesses and strengths of the project design and implementation, and to come up with recommendations regarding the overall design and orientation of the programming cycle, after evaluating the adequacy, efficiency, and effectiveness of implementation, as well as assessing the achievements the project outputs and outcomes. The evaluation will also assess early signs of project success or failure and prompt adjustments. The results and recommendations of the evaluation would also help the Project to document lessons learnt and best practices.

To achieve the above, the consultant will submit jointly a detailed methodological approach on how this assignment will be conducted.

The evaluation aims to assess the achievements of the outputs and outcomes. The mid-term evaluation main objectives are the following:

* Assess the Programme’s implementation strategy
* Assess the relevance, efficiency, effectiveness, sustainability, and impact of the interventions
* Assess the Programme’s processes, including budgetary efficiency
* Assess the extent to which planned activities and outputs are being achieved
* Identify the main achievements and impacts of the programme’s activities including the most successful initiatives to be scaled-up
* Identify the underlying causes and issues of non-achievement of some targets
* Document lessons learnt of effective approaches
* Make recommendations for the next project cycle
* Make recommendations for strengthening the synergies among UN agencies and implementing partners

The evaluation covers the implementation period of the project, from 2019 up to now. It covers the UN agencies funded interventions of the Joint Youth Programme with a specific attention to the KOICA funded activities. The geographic coverage of the evaluation is the whole country (Rwanda). The scope of the mid-term evaluation covers all activities undertaken in the framework of the project. This refers to:

* Planned outputs of the project compared to actual outputs and the actual results as a contribution to attaining the project objectives
* Problems and necessary corrections and adjustments towards the success of the project
* Document success stories and lessons learnt for the most effective approach
* Efficiency of project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency
* Likely outcomes and impact of the project in relation to the specified goals and objectives of the programme

The evaluation comprises the following elements:

1. Assess whether the programme design was clear, logical and commensurate with the time and resources available;
2. An evaluation of the project’s delivery of achievement of its overall objectives;
3. An evaluation of programme’s performance in relation to the indicators, assumptions and risks specified in the logical framework matrix and the Project Document; An assessment of the scope, quality and significance of the programme outputs produced to date in relation to expected results; Identification of any programmatic and financial variance and/or adjustments made during the duration of the project and an assessment of their conformity with decisions of the Steering Committee and their appropriateness in terms of the overall objectives of the programme;
4. An evaluation of the programme’s contribution to the achievements of UNDAP’s outcome and outputs and the national Development agenda (NST, SDGs,…);
5. Identification and, to the extent possible, quantification of any additional outputs and outcomes beyond those specified in the Programme Document;
6. An evaluation of project coordination, management and administration. This includes specific reference to:
   1. Organizational/institutional arrangements for collaboration among the different stakeholders involved in project arrangements and execution;
   2. The effectiveness of the monitoring and evaluation framework/mechanisms used by the Project in monitoring on a day-to-day basis, progress in project implementation;
   3. Administrative, operational and/or technical challenges and constraints that influenced the effective implementation of the project;
   4. An assessment of the functionality of the institutional structure established and the role of the Project Steering Committee (PSC);
   5. Financial management of the project, including the balance between expenditures on administrative and overhead charges in relation to those on the achievement of substantive outputs.
7. A prognosis of the degree to which the overall objectives and expected outcomes of the programme were met;
8. Progress towards sustainability and replication of programme activities;
9. Assess the extent to which the design, implementation and results of the programme have incorporated a gender equality perspective and human rights-based approach
10. Assess of the extent to which the design, implementation and results of the project have incorporated the environmental sustainability concerns and make recommendation accordingly
11. Lessons learned during programme implementation;
12. Evaluate the programme’s exit strategy in terms of quality and clarity

**Evaluation criteria**

The project will be evaluated on the basis of the DAC evaluation criteria:

* **Relevance**: measures whether the programme addresses an important development goal and whether its objectives are still valid.
* **Effectiveness**: measures whether the programme activities achieve its goals.
* **Efficiency**: measures the cost effectiveness, i.e. the economic use of resources to achieve desired results.
* **Sustainability**: measures whether the benefits of the programme are likely to continue after donor funding has been withdrawn. The programme needs to be environmentally as well as financially sustainable.
* **Impacts of intervention**: measures the positive and negative changes produced by the programme, directly or indirectly, intended or unintended.

**Evaluation Questions**

More specifically, the mid-term evaluation aims at addressing the following questions for each evaluation criteria, although not limited to:

**Relevance**

* Where is this Programme being implemented? How was the Programme site selected? What has been the main focus of the programme implementation so far? Who are the main beneficiaries? How were they selected? How was the programme aligned to the national development strategy (NST, Vision 2020- 2050)?
* The extent to which the programme activities are suited to the priorities and policies of the

target group, recipient and donor.

* To what extent did the objectives remain valid throughout the programme duration?
* Were the activities and outputs of the programme consistent with the overall goal and the

attainment of its objectives?

* Were the activities and outputs of the programme consistent with the intended impacts and

Effects?

**Effectiveness**

* To what extent were the objectives achieved?
* What were the major factors influencing the achievement or non-achievement of the objectives?
* Did the activities contribute to the achievement of the planned outputs?
* Have the different outputs been achieved?
* What progress toward the outcomes has been made?
* To what extend the design, implementation and results of the programme have incorporated a gender equality perspective and human rights based approach? What should be done to improve gender and human rights mainstreaming?
* What has been the result of the capacity building/trainings interventions? Were qualified trainers available to conduct training?
* How did UNDP support the achievement of programme outcome and outputs?
* How was the partnership strategy conducted by UNDP? Has UNDP partnership strategy been appropriate and effective? What factors contributed to effectiveness or ineffectiveness? What were the synergies with other programmes?

**Efficiency**

* Were activities cost-efficient?
* Were objectives achieved on time?
* Was the programme implemented in the most efficient way compared to alternatives?
* What was the original budget for the Programme? How have the Programme funds been spent? Were the funds spent as originally budgeted?
* Are there any management challenges affecting efficient implementation of the Programme? What are they and how are they being addressed?

**Sustainability**

* To what extent will the benefits of the programme continue after donor funding stops?
* What were the major factors which influenced the achievement or non-achievement of sustainability of the programme?
* Does the programme have a clear exit strategy?
* To what extend the design, implementation and results of the programme have incorporated environment sustainability? What should be done to improve environmental sustainability mainstreaming?

**Impact of interventions**

* What are the stated goals of the Programme? To what extent are these goals shared by stakeholders? What are the primary activities of the programme and expected outputs? To what extent have the activities progressed? How did the programme contribute to the achievement of UNDAP & NST1 outcomes and outputs?
* What has happened as a result of the programme?
* What have been the main impact of the programme on the innovative development and finance for impact framework in Rwanda?
* How many people have been affected?
* Has the programme contributed or is likely to contribute to long-term social, economic, technical, environmental changes for individuals, communities, and institutions related to the programme?
* What difference has the programme made to beneficiaries?

General guidance on evaluation methodology can be found in the UNDP Handbook on Monitoring and Evaluating for Development Results, the UNDP Guidelines for Outcome Evaluators, and UNDP Outcome-Level Evaluation: A Companion Guide to the Handbook on Monitoring and Evaluating for Development Results). UNDP’s Evaluation Policy provides information about the role and use of evaluation within the M&E architecture of the organization.

The final decision on the specific design and methods for the evaluation will emerge from consultation among programme staff, the evaluators and key stakeholders, based on the inception report prepared by the evaluators, about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, given limitations of budget, time and data.

**Methodology**

The evaluation should use a mixed methods approach, drawing on both primary and secondary, quantitative and qualitative data to come up with an overall assessment backed by clear evidence. Data will be collected through surveys of all relevant stakeholders (national and local Government institutions, development partners, civil society organizations partners, private sector, beneficiaries, etc.) and through focus group discussions. Further data on the programme indicators (RRF data) will be used by the evaluation to assess the programme progress and achievements.

The evaluation methodology will include the following:

1. Desk review of programme document, financial and monitoring reports (such as minutes, Face Forms, Narrative reports, Steering Committee meetings resolutions, Programme annual Implementation Report, quarterly progress reports, and other internal documents including consultant);
2. Review of specific items produced so far, including datasets, management and action plans, publications and other material and reports;
3. Field verification where necessary, for some specific activities
4. Interviews with key resource persons within the concerned institutions and UN agencies (heads of units, focal persons, implementing technical persons…)
5. Focus group discussions with all stakeholders

**D. Expected Outputs and Deliverables**

* **Evaluation Inception Report—**An inception report should be prepared by the Consultant before going into the full-fledged data collection exercise. It should detail the evaluators’ understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report provides the programme unit and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset. The inception report will be discussed and approved with UNDP and MINECOFIN **1 week after signing the contract**
* **Draft Evaluation Report—**Submission of draft evaluation report to MINECOFIN and UNDP for comments and inputs. The programme unit and key stakeholders in the evaluation will then review the draft evaluation report to ensure that the evaluation covers the scope and meets the required quality criteria.
* **A summarized document, highlighting lesson learnt of best practices and key set of recommendations as well as a Presentation of Draft evaluation report (PPT presentation)** to the Technical Committee for inputs, comments and approval.
* **Mid-Term Evaluation Report.** The final report should be completed **1 week after receipt of consolidated comments from stakeholders** and submitted to MINECOFIN and UNDP.

**E. Institutional Arrangement**

The consultant will work under supervision of the UNDP Head of Inclusive Green Economy Unit with the support of technical staff fromMINECOFIN.

**F. Duration of the Work**

The assignment is expected to take 30 working days spread over a period of 3 months.

**G. Duty Station**

The consultant will mainly work from home however he will conduct face to face consultations with key stakeholders.

**H. Qualifications of the Successful Consultants**

The Individual consultant should have the following skills/competencies:

**Academic Qualification**

* At least master’s degree in Public Policy and Management, Public Administration, Development studies, International Development, Economics or/and Management and Business;

**Experience:**

* At least 7 years accumulated experience in project/programme evaluation.
* At least 10 years accumulated experience in programme management support, programme/project formulation, monitoring and evaluation and RBM implementation.
* Proven expertise, knowledge and experience in the field of innovative development programmes, SDGs, international development and cooperation.
* Successful track-record on producing high-quality reports, reviews, assessments or evaluations of development programmes, funds, or complex projects overall, using several sources of information;
* Strong interpersonal and managerial skills, ability to work with people from different backgrounds and evidence of delivering good quality evaluation and research products in a timely manner
* Proven understanding of key elements of result-based programme management in International development cooperation
* Excellent research both quantitative and qualitative, drafting and reporting skills.

**Language Requirements**:

* Fluency in English is required; Knowledge of French will be an asset.

**I. Schedule of Payments**

|  |  |  |
| --- | --- | --- |
| **Percentage of payment** | **Description** | **Expected timeline** |
| 20 Percent | After submission and approval of the Inception Report | 1 week from the signing of the contract. |
| 40 Percent | After submission and approval of the Draft Report | 2 weeks from the submission of the previous deliverable. |
| 40 Percent | After submission and approval of the Final Report | 1 week from the submission of the previous deliverable. |

|  |  |  |
| --- | --- | --- |
| **J. Selection Criteria** | | |
| **Individual Consultant** | **Weight** | **Max. Point** |
| Academic Qualification | 10% | 10 |
| Excellent proposed methodology for accomplishing the assignment | 25% | 25 |
| * At least 7 years accumulated experience in project/programme evaluation. * At least 10 years accumulated experience in programme management support, programme/project formulation, monitoring and evaluation and RBM implementation. * Proven expertise, knowledge and experience in the field of innovative development programmes, SDGs, international development and cooperation. | 25% | 25 |
| * Expertise in Result-Based Management (or Result-Oriented Management). * Excellent research both quantitative and qualitative, drafting and reporting skills | 30% | 30 |
| Additional competences | 10% | 10 |
| **Total** | 100% | 100 |

**K. How to apply**

1. **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
2. **Personal CV or P11**, indicating all past experience from similar projects as well as the contact details (e-mail and telephone number) of the candidate and at least three (3) professional references;
3. **Detailed technical proposal** of why the individual considers him/herself as the most suitable for the assignment and a methodology to be applied by the team of consultants and the implementation plan.
4. **Financial Proposal** that indicates the all-inclusive fixed total contract price supported by a breakdown of costs, as per template provided

**UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and person with disabilities are equality encouraged to apply. All applicants will be treated with the strictest confidence.**

Prepared by: Alexis Ndayisaba, Programme Analyst

Signature:

Reviewed and cleared by: Osten Chulu, Head of Unit

Signature:

Approved by: Varsha Redkar-Palepu, DRR

Signature