

## TERMS OF REFERENCE (ToR)

**NATIONAL INDIVIDUAL CONSULTANCY TO PROVIDE IDENTIFIED KEY SUCCESS STORIES ON CAPACITY BUILDING INTERVENTIONS FOR THE PERIOD (2011-2016) AND TRACK EVIDENCE OF THEIR IMPACT TOWARDS THE IMPLEMENTATION OF NATIONAL DEVELOPMENT AGENDA SUCH AS VISION 2020 & EDPRS 1&2 PRIORITY SECTORS.**

<b>Application Type:</b>	<b>External Vacancy</b>
Job Title:	Local Individual Consultancy
Category:	Transformational Capacity Development for the Implementation and Coordination of Government Policies and Programmes
Duty Station:	Kigali, Rwanda
Application Deadline:	<b>July 14, 2017</b>
Type of contract:	Individual Contract
Expected starting date:	Immediately
Duration of assignment:	60 working days
Language required	English and Kinyarwanda

### **I. Background and Context**

The objective of achieving development targets enshrined in the national Vision 2020, EDPRS2 and Sector Strategies are impeded by capacity challenges across the public, Private and Civil Society sectors of Rwanda.

As one of the strategic responses to tackle the challenges, the Government of Rwanda (GoR) put in place institutional arrangements: (i) The Human Resources and Institutional Capacity Development Agency (HIDA) was established in 2005 – 2008; (ii) The Public Sector Capacity Building Secretariat (PSCBS) was established in September 2009 – 2013; (iii) National Capacity Building Secretariat (NCBS) was put in place in May 2013 to Oct. 2016.

Although Government had invested considerable efforts to put in place the aforementioned institutional arrangements to provide a national coordination mechanism for capacity building. There were still issues evidently calling for effective and efficient coordination, harmonization and ensuring synergies of skills development, capacity building at large and a clear linkage with employment at national level.

In this regard, the **Capacity Development and Employment Services Board (CESB)** has been established under Law N°43/2016 published in the Official Gazette n° Special of 18/10/2016 to coordinate effectively and efficiently skills development, capacity building activities at large and employment at national level spanning both the public and private sectors.

As one of the strategic responses to tackle the challenges, the Government of Rwanda (GoR) has established ***Capacity Development and Employment Services Board (CESB)***” under the Law N°43/2016 of 18/10/2016 published in the Official Gazette No Special of 18.10.2016. Strategically positioned under the Ministry of Public Service and Labour with a mandate of coordinating and overseeing Capacity Development, Strategic Human Resources planning

Under the aforementioned institutions there has been a range of capacity development interventions across the public sector, private sector and civil society under programs like the Five Year Priority Skills Development Programme; Strategic Capacity Building Initiative (SCBI); Sector Skills Councils; Internship; and targeted support under the Capacity Building Fund (CBF) as well as external funded projects managed by the current CESB and its predecessor institutions (HIDA; PSCBP and NCBS).

Despite the above mentioned institutional arrangements for coordination and various capacity building interventions, one of the major challenges however has been clearly tracking performance of these capacity building interventions and reporting on evidence of their impact.

United Nations Development Programme (UNDP) is one of the key development partners that has been contributing to the capacity development agenda through its Transformational Capacity Development for the Implementation and coordination of Government Policies and Programmes Project that is managed by CESB.

It is against this background that UNDP in collaboration with CESB is intending to conduct an assessment that will Profile Identified Key Success Stories on Capacity Building Interventions for the period (2011-2016) and Track Evidence of their Impact towards the implementation of National Development Agenda such as Vision 2020, EDPRS 1&2 Priority Sectors.

This assignment will therefore act as both an accountability tool in terms of value for money as well as providing an accurate update using identified success stories to report on impact. It will further inform capacity areas for strengthening; adjustments or changes so that the expected results from capacity development are realized.

## **II. General Objective**

The general objective of this assignment is to profile identified Key Success Stories on Capacity Building Interventions for the period (2011-2016) and Track Evidence of their Impact towards the implementation of National Development Agenda such as Vision 2020, EDPRS 1&2 Priority Sectors.

## 2.1. Specific Objectives

The specific objectives for this assignment include:

- i) Reviewing and analysing existing literature relevant to the assignment. This shall be provided by CESB.
- ii) Mapping out capacity development (CD) interventions (2011-2016) that were coordinated by PSCBS/ NCBS and CESB.
  - a. Set a criteria (benchmarks and framework of analysis) for identification of **key success stories** as a result of these CD interventions that can be analysed under this assignment
  - b. Detailing out each identified success story and articulate evidence of impact in terms of, but not limited to: what was supposed to happen? What actually happened? Any significant change? How did it work? What could be done differently in subsequent CD interventions?
- iii) Use information from (i) and (ii) and preparing a detailed consolidated report that captures all the profiled identified Key Success Stories on Capacity Building Interventions for the period (2011-2016) and Evidence of their Impact

## III. Scope of work

The Consultant will make reference to capacity development interventions across the public sector, private sector and civil society under programs like the Five Year Priority Skills Development Programme; Strategic Capacity Building Initiative (SCBI); Sector Skills Councils; Internship; and targeted support under the Capacity Building Fund (CBF) as well as external funded projects managed by the current CESB and its predecessor institutions (HIDA; PSCBP and NCBS).

Details on the Scope shall be defined further during the Inception Phase after obtaining information from Specific Objectives (i) above.

**The Consultant will focus on Specific Objectives and be guided by, but not limited to the following criteria:**

- Clear conceptual framework on what capacity development entails in line with the national and global literature discourse
- Profile of a Success Story that is considered to be the most significant with reliable and updated data to provide evidence of impact.
- Does the Success Story have any key clear and concise messages for CESB, stakeholders in government and development partners
- Tracking of attribution and contribution of the CD intervention and relate with the outcome (*detailing out attribution and contribution of the CD intervention by addressing who, where, when and how*)
- Provide consolidated and specific conclusions after analysis that qualifies the success story as significant with the desired impact.

#### **IV. Duration of the assignment**

This assignment is expected to be conducted in a period of **60 working Days**.

#### **V. Expected Deliverables**

The following shall form the basis for payment for the Consultant.

- **Inception Report:** This should capture detailed understanding of the ToRs by the consultant, the proposed approach, methodology and work plan with specific outputs for the assignment and to be submitted **10 working days**, after commencement of the assignment and after the Consultant has had detailed discussions with CESB management. CESB and UNDP shall review this report and formally approve it within 3 days after receiving it.
- **Draft Report:** This Report shall be delivered at least **45 working days** after commencement; and shall be shared/ presented to CESB and identified stakeholders for their input/validation.
- **Final Report:** After incorporation from stakeholders, this Report shall be submitted **5 working days** after incorporating input from stakeholders on the Draft Report.

#### **VI. Supervision of the Assignment**

The recruited Individual Local Consultant shall work closely with a joint technical team of CESB and UNDP, but more specifically with the designated CESB-SPIU Program Manager and under the supervisory support from designated UNDP staff.

## VII. Qualification of the Consultant

The consultant should possess proven Experience and should have the following profile:

- ✓ At least a Master’s degree in any of the following: Economics, Social Sciences, Business Administration, Human Resources, Public Policy, Policy analysis, Education, Labour Market Statistics and Development Studies.
- ✓ Proven record of at least three similar assignments in developing countries;
- ✓ Proven record of conducting CB analytical studies;
- ✓ Experience in working with capacity development stakeholder institutions and other related stakeholders
- ✓ Knowledge of the Rwandan policy context is an important component of this assignment;
- ✓ Knowledge of English or French, but working knowledge of the other language will be considered an added advantage during evaluation.

## VIII. Evaluation

Upon the advertisement of the Procurement Notice, the qualified Individual Local Consultant is 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 weight of the proposals are:
  - a. Technical Criteria weight is 70%
  - b. Financial Criteria weight is 30%

Criteria	Weights	%
<b>Technical Competence (based on CV, Proposed Methodology and Relevant Experience)</b>	<b>100</b>	<b>100%</b>
Master’s degree in Economics, Social Sciences, Business Administration, Human Resources, Skills development, Human Capital Development, Public Policy, Policy analysis, Education, Labour Market Statistics	<b>10</b>	<b>10</b>
A Comprehensive methodology	<b>30</b>	<b>30</b>
Proven 5 years of experience in at least three similar assignments in developing countries;	<b>10</b>	<b>10</b>
Proven record of conducting CB analytical studies	<b>15</b>	<b>15</b>
Experience in working with capacity development stakeholder institutions and other related stakeholders	<b>15</b>	<b>15</b>

Knowledge of the Rwandan policy context	<b>10</b>	<b>10</b>
Knowledge of English or French, but working knowledge of the other language will be considered an added advantage during evaluation.	<b>10</b>	<b>10</b>

**Evaluation legend:**

<b>Weight per Technical Competence</b>	
Weak: below 70%	The individual consultant/contractor has demonstrated a <b>WEAK</b> capacity for the analyzed competence
Satisfactory: 70-75%	The individual consultant/contractor has demonstrated a <b>SATISFACTORY</b> capacity for the analyzed competence
Good: 76-85%	The individual consultant/contractor has demonstrated a <b>GOOD</b> capacity for the analyzed competence
Very Good: 86-95%	The individual consultant/contractor has demonstrated a <b>VERY GOOD</b> capacity for the analyzed competence
Outstanding: 96-100%	The individual consultant/contractor has demonstrated an <b>OUTSTANDING</b> capacity for the analyzed competence.

**IX. Payment to the Consultant Deliverables**

<b>Deliverables</b>	<b>Approval Requirement</b>	<b>Payment (%) of the Contract Amount</b>
Inception Report ( <b>7 days after signature of contract</b> )	Approved by the Technical team (report and approval minutes)	20 %
Draft Report ( <b>45 days after commencement of the assignment</b> )	Approved by technical team (report and Minutes)	40 %
Final Report ( <b>5 days after incorporating input from stakeholders on the Draft Report</b> )	Validation minutes of the extended CESB stakeholders	40 %