



United Nations Entity for Gender Equality  
and the Empowerment of Women

## **TERMS OF REFERENCE**

### **FEASIBILITY STUDY AND PREPARATION OF A CONCEPT NOTE TO ESTABLISH A CENTER OF EXCELLENCE ON GENDER AND WOMEN EMPOWERMENT**

#### **1. Introduction**

The National Gender Machinery (NGM) is a national mechanism set up to champion gender equality and women empowerment in Rwanda. Under the joint program for advancing and sustaining gender equality gains in Rwanda, funds has been earmarked to develop a feasibility study to establish a Center of Excellence on Gender and Women Empowerment in Rwanda.

For several years now, the notion of setting up a Center of Excellence on Gender and Women Empowerment in Rwanda has been discussed, and in recent past two centers of excellence – one in leadership and another one on GBV & Child abuse have been established. The recommendations from various consultations emphasized the urgent need to set up an integrated center to showcase and document the gender and women empowerment journey in Rwanda. By establishing such a center on Gender and Women Empowerment, it is envisioned that it will enhance more partnerships and learning within and outside the national territory and foster South-South and Triangular Cooperation.

This feasibility study will be financed under the joint program for advancing and sustaining gender equality gains in Rwanda. The main objective of the program is to strengthen the capacities of NGM and other stakeholders to effectively play their roles based on their specific mandates.

#### **2. Background**

It has become evident that gender equality and women empowerment in Rwanda has remained one of the foundations of national development strategy. In the aftermath of the 1994 Genocide against the Tutsi, the Government of Rwanda recognized that nation rebuilding and development would only be achieved with women playing a central role.

Greater progress in promoting gender equality has been made largely driven by strong Government commitment. Rwanda is one of only five countries to have closed at least 80% of its gender gap. Gender equality is enshrined in the constitution and Rwanda is the first country in the world to have more than 64% female members of Parliament. The achievements registered have been at the backdrop of enabling legal policy and institutional environment steered by good and visionary leadership. Since 1994 Rwandan women lives have been transformed from being desperate victims to becoming leading actors in all segments and at all levels of both the public and private sectors.

The notion of setting up a Center of Excellence in Gender and Women's Empowerment in Rwanda emerged several years ago and has been widely discussed between various stakeholders since. The recommendations from various consultations emphasized the urgent need to set up this centre to showcase and document the gender and women empowerment journey in Rwanda.

Despite the outstanding work done to promote gender equality and women's empowerment, Rwanda's journey, revolution & achievements in gender equality and women's empowerment has not been systematically well documented & preserved to show case how the implemented achievements and initiatives in Rwanda have promoted gender equality & women's empowerment and their impact in improving livelihoods.

### **3. Rationale of Setting up Gender and Women's Empowerment Center of Excellence in Rwanda**

A limiting constraint to sustainability of gender equality and women empowerment in Rwanda has been the absence of fully serviced Center of Excellence in Gender and Women's Empowerment dedicated to provide regular information on Rwanda's journey in gender equality and women's empowerment.

The conceptual design of the centre will be modeled to set up a state of the art facility that would enable Rwandans & other visitors from all over the World to clearly understand how gender and women empowerment have evolved over the previous years in Rwanda. The centre will also act as a hub to all gender equality actors to document good practices so that others may learn from these experiences and adopt similar approaches. The centre will also capture challenges, risks and mitigation to contribute to learning by those responsible for the interventions.

Setting up this Center will also contribute to the achievement of the Sustainable Development Goals, especially gender equality and women's empowerment and at act as a knowledge hub on capacity building in Gender and Women Empowerment at national and regional level. The key rational is that by establishing such a centre, Gender and Women Empowerment related trainings could be provided in a cost-effective manner, and an ideal venue provided for knowledge sharing between national, regional and international experts. The aim is that the Centre will among others be equipped with the library and training facilities to close the knowledge gaps and address different training needs in Gender and Women Empowerment.

The centre will provide access to a wide array of information on gender equality and women empowerment. This exposure of information will not only increase the knowledge on Rwanda's gender and women empowerment evolution, but will also serve as a basis and aspiration to younger and older generation to keep the gender equality promotion and women empowerment alive and

vibrant. In the establishment of the centre, collaboration will be established among key stakeholders including the donor community. The establishment of the centre will build on lessons learned from the establishment of the regional centre on GBV & Child Abuse as well as Pro Femme centre of excellence for Women Leadership.

It is with this background that UN Women is seeking to recruit, on behalf of the Ministry of Gender and Family Promotion, a consultancy firm to develop this feasibility study to establish a Center of Excellence on Gender and Women Empowerment in Rwanda. The ultimate aim is to ensure the objectives; expected results and deliverables assigned to the consultant firm that will be hired for developing this feasibility study to establish a Center of Excellence are effectively being delivered according to the approved terms of reference.

#### **4. Objectives of the Assignment**

The overall objective of this consultancy is to carry out feasibility study to establish a center of excellence on gender and women empowerment that will host all documentation on Rwanda's gender and women empowerment journey in order to learn from the past and build on achievements and sustain the gains for future generation.

The specific objective of this consultancy is to:

- ascertain the feasibility of establishing a Center of Excellence in Gender and Women's Empowerment, and prepare a concept note with recommendations on key aspects/flagships of such a centre, including, institutional set-up, operational model and long-term sustainability;
- Review the literature of the existing similar center of excellence in Rwanda to inform the establishment of Center of Excellence on Gender and Women Empowerment;
- Develop detailed cost estimates of setting up such center.

#### **5. Scope of Work**

The main tasks of this assignment are:

1. Undertake a detailed feasibility study on the establishment of a Center of Excellence on Gender and Women's Empowerment; identify risks associated with its setting, challenges and their mitigation measures.
2. Prepare a concept note, assuming the feasibility of the centre, with analysis and description of the conditions under which such a centre would be feasible and provide a framework and recommendations for next steps, including the establishment, training and future development of programs, activities and equipment.

The study shall address, but not be limited to, the following topics:

- Analysis of the background and rationale for a Center of Excellence in Gender and Women's Empowerment.
- Review similar existing similar center of excellence in Rwanda and evaluate the critical success factors, critical risks and adduce lessons which will inform the study.
- Gaps assessment of the existing similar centers of excellence
- Proposed location for the centre and potential scope of the centre
- Conceptual outline/ operation model concepts that includes all the key features of the centre
- Institutional set-up and arrangements, involvement of key stakeholders
- Estimated costs of setting up of the centre/ Cost estimates of infrastructure development,
- Proposed operational/business model for the centre
- Needs assessment for required flagships including training facilities and buildings to operate the centre
- Interest of donors and institutions for collaboration
- Expected long term sustainability of operations and available strategies in this regard
- Proposed financing models and funds mobilization strategies
- Appropriate management model/institutional framework for development and operation of the centre
- Identify significant risks and propose measures to mitigate them

The assignment will be conducted in Kigali and will involve among others desk review of existing literature, conducting focus group discussions and interviews with key stakeholders working in the areas of gender and women empowerment in Rwanda.

The tasks defined in this ToR will initiate activities and concrete outputs to move the development of a center. A key aspect of the approach proposed here is that the development of the feasibility study and concept note, which will outline the basic concept and operations of a Center of Excellence in Gender and Women's Empowerment in Rwanda.

## **6. Methods and Approach**

The study shall be conducted through a consultative process and with input from key stakeholders, as well as a review of relevant documents and studies. The hired firm shall collect all available background information and data as may be applicable. This includes, but is not limited to documents, studies and discussion papers on the concept for the proposed Centre of Excellence.

The firm of consultants shall conduct direct interviews (or over phone/email as may be viable) and consultations with key stakeholders working in the areas of gender and women empowerment in Rwanda.

The firm of consultants or team of consultants shall prepare an agenda, plan and conduct a one day external stakeholder's consultation and review meeting for the draft report. The firm shall work together a pool of experts in NGM institutions to ensure that relevant stakeholders are invited to this consultative review meeting. At the meeting, the findings and recommendations of the consultants shall be presented with open discussions among all stakeholders which shall be incorporated, as agreed upon at the meeting, to the final report.

MIGEPROF will assist the firm to establish a working relationship with the targeted informants/institutions.

## **7. Key Deliverables**

The specific deliverables of the assignment include but not limited to the following:

- Inception report to be submitted within 5 days of signing contract detailing the consultant's approach to the feasibility study, providing a detailed work-plan and detailed methodology and how the assignment will undertake;
- Draft report showing the key findings on feasibility study for establishing a Center of excellence on gender and women empowerment;
- Report from consultation/review meeting, highlighting key discussions and recommendations of the meeting
- Final report of the feasibility study and concept note that conceptualize the setting up of the centre after incorporating inputs agreed upon at the review meeting.
- Estimated costs of setting up a fully functional centre

## **8. Duration of the Consultancy**

The duration for the works specified under this Terms of Reference (TORs) shall be for two (2) months from the signing of the contract without extension.

## **9. Consultancy Team, Qualifications and Experience**

A consultancy firm is requested to propose a consultancy team which shall be comprised of two key experts. One of the key experts shall be proposed as a team leader who, preferably has a proven

international experience and will be responsible for the overall coordination and implementation of the tasks and deliverables as outlined in this ToR. The qualifications for the key experts are defined below. All experts will need to demonstrate professionalism in all aspects of their work, possess excellent communication and interpersonal skills as well as good planning and organizational skills and be fluent in English.

### **Key expert 1**

Have minimum of master's degree in organizational development, administration, management and operation and 5-7 years of extensive experience and background in capacity building and enterprise development. Having worked on feasibility studies on gender equality & women empowerment projects on a similar or larger scale is an added advantage.

### **Key expert 2**

Have a minimum of advanced university degree in Economics, Finance, Business, Architecture or Physical Planning, Project Management or any other relevant field. Have 5-7 years extensive experience and background in planning and development of detailed master plans or related disciplines with an emphasis on museums & capacity building related projects.

Both consultants should demonstrate knowledge and experience in conducting feasibility studies and case modeling for start-ups or ongoing institutions, knowledge and experience in enterprise development especially in designing capacity building programs. Demonstrate knowledge of the design and implementation of other Centre of Excellence models. Knowledge of gender & women empowerment sector would be an added advantage.

Have undertaken successful feasibility and master-planning assignments for a project involving infrastructure development

### **Other Details:**

- Ability to work with a range of gender stakeholders, including high level policy makers, government officials, and civil society and private sector;
- Excellent communication, facilitation skills and experience in participatory approaches
- Familiarity and passion for Gender equality and knowledge of current gender issues in Rwanda, government processes, national policies, strategies, action plans for gender equality and women empowerment
- Excellent command of English, both spoken and written is mandatory; Knowledge of Kinyarwanda will be an added value.

## **10. Working Language**

The working language for this assignment will be English.

## **11. Payment Modalities**

The consultant will be paid as follows:

- After validation of inception report: 20%
- After validation of draft report: 40%
- After National validation and submission of final report: 40%

## **12. Submission Requirement**

The Application shall include:

- A motivation letter expressing suitability for the Assignment
- Curriculum Vitae of the consultant with the required supporting documents
- Technical and financial offer is required
- The ID and other relevant information

## **13. Working Arrangement**

The Ministry of Gender and Family Promotion and UN Women will provide the overall required guidance with regard to feasibility study of a Center of Excellence on Gender and Women Empowerment. It will be the responsibility of MIGEPROF to engage other stakeholders in all processes.

## **14. Application Mode**

Interested firm consultancies should apply by presenting the following documents:

- Letter of Application, briefly describing the motivation behind the application and outlining the firm's suitability for the assignment, comprehensive methodology on how the firm will approach and complete the tasks, etc.;
- At least 2 CV of the consultant and team leader, indicating educational background and professional qualification, copies of degrees/diploma and letters of reference
- Certificates of good completion proving that the firm has carried out similar assignments.

The applications must be addressed to UN Women Operations Manager and can be submitted via email to [rwanda.offers@unwomen.org](mailto:rwanda.offers@unwomen.org) copy to [rnkundimfura@migeprof.gov.rw](mailto:rnkundimfura@migeprof.gov.rw) or in hard copies to UN Women's office in Kiyovu, 4KN 67st Kigali-Rwanda by **15<sup>th</sup> December 2017 at 5:00 p.m.**



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