1.0 Introduction

As part of the overall UN reform process, the Delivering as One (DaO) in Rwanda was launched at the beginning of 2007 with the broad objective to improve the UN’s impact, coherence and efficiency. The first year (2007) was a year of preparation of the four pillars that are central to the Delivering as One initiative, namely: One Programme, One Budgetary Framework, One Leader & One Voice, and One Office. The United Nations Development Assistance Framework (UNDAF) 2008-2012 as well as the Common Operational Document (COD) was developed as central piece for the Delivering as One.

In Rwanda’s context, the Delivering as One is strongly built on the principles of national ownership and leadership and aims at enhancing effectiveness, efficiency, and relevance of the UN in support of national development and poverty reduction efforts. The Delivering as One also aims to reduce transaction costs for Governments as well as decreasing overhead costs for the UN system and its partners.

The UNCT is looking for a national consulting form to undertake this exercise.

The four Pillars of Delivering as One

The Delivering as One (DaO) initiative involves all UN funds, programmes and specialised agencies in Rwanda in a joint reform process based on fundamental pillars, the “Four Ones”: One Programme, One Budgetary Framework, One Office, One Voice/One Leader. The reform process carried out along the five pillars aims at strengthening the overall impact of the UN system at the country level, ensuring a closer alignment of programmes and funding to national priorities, while increasing transparency and accountability.

The UNDAP

The United Nations Assistance Framework (UNDAP) 2013-2018 is the 5-year common strategic framework for all UN programming interventions in the country. The contents of the UNDAF are strictly aligned with and respond to the priorities identified by the Rwanda’s Economic Development and Poverty Reduction Strategy (EDPRS-2), also covering the same programming period 2013-2018, and Vision 2020.

Various evaluations of the DaO in Rwanda such as the Country-led Evaluation and a comprehensive Comparative Advantage and Stakeholders Analysis (referred to as the Focus
Study), and more recently the UNDAP midterm review have yielded anecdotal evidence of gaps in the UN communication activities and strategies.

### UN Communications

In line with the 2013 Standard Operating Procedures for DaO countries, Communicating as One must include a joint communications strategy, development and use of common tools, and common messaging and advocacy.

**Communicating as One** ensures coherent messaging from the UN. It should assist with improving the quality of the dialogue with the Government of Rwanda, increase advocacy and help with highlighting results achieved by the UN at the country level. Communicating as one is critical for ensuring clear and consistent positioning of the UN and its vision at the national level; developing messages and policy positions; strengthening the outreach of the UN system by pooling efforts; supporting communication about the UN comparative advantages in the country to both internal and external stakeholders and avoiding message duplication, inconsistencies and fragmentation. It implies developing common messaging and joint communication on key issues where the UN is active in Rwanda.

**Communicating as One** will improve the efficiency and effectiveness of common messages and communication products; by pooling expertise and resources. It will also play an important role in building support for the successful implementation of Delivering as One with external partners and UN staff.

### 2.0 Purpose of the consultancy

In 2014, a Perception Survey was successfully conducted with findings that showcase achievements, challenges and opportunities for further improvements.

This year, the One UN in Rwanda is embarking on preparations for the next UNDAP cycle as the current framework comes to an end in June 2018. A key element of the next UNDAP is to incorporate a UN visioning for 2030 agenda, which will also inform the prioritization of results for the UNDAP.

In view of the above the UN Communication Group has been requested undertake a follow-up study on the Perception Survey conducted in 2014, to be used as a key reference point in formulating the next UNDAP and aligning it with the Rwandan government’s Vision 2050 and EDPRS III. The information will also be used to reinforce the Monitoring and Evaluation framework of the UN Communication Strategy 2013-2018 and to measure the results of the UN Communication Strategy thus far vis-à-vis the baseline findings set by the 2014 Perception Survey.
Specific Objectives

To update the previous report based on modification of the tools and methodology adopted in 2014 exercise, the outcome of which will help define UNDAP 2 results.

1. To help inform the UN Communication Group agree and focus on topics for messaging and advocacy campaigns as part of the UNDAP 2.
2. To help define a the results framework for monitoring communication results under UNDAP 2
3. The update will serve as a basis for comparing progress under the 2015 survey and draw key recommendations for going forward.
4. To conduct an assessment using the tools and methodology previously employed, with a limited sample size (approx. the half or the maximum permissible limit for representation) to gauge the effectiveness of the communications strategy used thus far

3.0 Scope of Work

Engage with all stakeholders (general population, opinion leaders, media, government, donors and civil society, staff) and collect new data to update the 2014 survey report.

Based on the 2014 report undertake detailed analysis and provide report showing how much progress the One UN has made against the original indicators.

1. Aggregate data as follow-up on initial reactions from stakeholders (general population, opinion leaders, media, government, donors and civil society) in Rwanda on the United Nations

2. Map the main areas for improvement in terms of UN Communications

4.0 Methodology

The follow-up survey will be conducted through both quantitative and qualitative data collection and analysis.

The process includes:

- A participatory process that generates information and collates it in an inclusive way (face to face meetings with the respondents, use of bulk SMS as opposed to online data collection)
- Literature review
- Field travel with research assistants and other stakeholders
- Qualitative interviews, quantitative surveys, focus groups
- Place focus on rural areas and provinces outside Kigali City
- Consultative write-up of the survey report after a validation meeting with the UN and stakeholders.
### 5.0 Timeframe and deliverables

The consultancy will be conducted for a period of 25 working days starting from May 8th 2017 and completing on 9th June 2017.

**Deliverables**

Updated public perception report based on new data as mentioned above following stakeholder validation workshop.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Deliverable</th>
<th>Time allocated (Days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of an inception report including development of</td>
<td>Inception report with methodology</td>
<td>5 days</td>
</tr>
<tr>
<td>study design and survey instruments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collection and analysis of primary data and carry out</td>
<td>-</td>
<td>15 days</td>
</tr>
<tr>
<td>quantitative surveys, qualitative interviews and focus groups</td>
<td></td>
<td></td>
</tr>
<tr>
<td>with identified stakeholders, tailored to the specific</td>
<td></td>
<td></td>
</tr>
<tr>
<td>stakeholder in the same areas as the first study and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>presentation of draft report.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalize and present the final survey report including</td>
<td>Final report</td>
<td>5</td>
</tr>
<tr>
<td>recommendations and indicators for the M&amp;E framework</td>
<td></td>
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</tbody>
</table>

25 Days
6.0 Duty station

The duty station of the work is in Kigali, Rwanda. However the company may be required to travel outside of Kigali.

7.0 Scope of price proposal and schedule of payment

The company shall be paid the consultancy fee upon completion of the following milestones:

- 30% after adoption of the inception report
- 30% after presentation of the draft report
- 40% after the approval of the final report

The company fee will be paid as Lump Sum Amount (all inclusive of expenses related to the consultancy and tax obligations). The contract price will be fixed regardless of changes in the cost components.

8.0 Management Arrangements

- UNDP will contract the company on behalf One UN in Rwanda. The consultant company will report to the UN Communications Group (UNCG)
- The company is expected to use its own equipment and other resources required.
- The firm/consultants will work under the overall guidance of the UNCG Chairperson or any other UNCG member charged with the responsibility, and will also maintain close liaison with UNDP Rwanda

9.0 Required expertise and qualification

A reputable national firm will undertake the consultancy with a competent team as per the requirements below:

Education and Qualification

- The team leader must have a degree or equivalent in relevant field.

Experience and skills

- Substantial experience in carrying out research and surveys with recognized national and international organizations/institutions especially in similar thematic areas.
- Ability to analyze data using up to date statistical tools for purposes of building a reliable database
- Experience in leading focus groups
- Experience in qualitative interviews
• Substantial experience in carrying out research and surveys with teams of consultants.
• Good knowledge of Rwandan context
• Assessment, analytical, statistical and planning skills.
• Good oral and written reporting skills.
• Fluency in Kinyarwanda and English required
• Strong knowledge of French and added advantage
• Ability to establish effective working relations in a multicultural team environment
• Excellent computer, drafting and editing skills

Eligibility

• All qualified and reputable/credible research firms
• Due to intensity of this exercise, the firm must show ability and capacity for adequate outreach to all focus areas in the country within a limited period of time

10. Detailed Selection Criteria

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

<table>
<thead>
<tr>
<th>Summary of Technical Proposal Evaluation Forms</th>
<th>Score Weight</th>
<th>Points Obtainable</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Substantial experience in carrying out research and surveys with recognized national and international organizations/institutions especially in similar thematic areas.</td>
<td>30%</td>
<td>30</td>
</tr>
<tr>
<td>• Ability to analyze data using up to date statistical tools for purposes of building a reliable database</td>
<td></td>
<td></td>
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<tr>
<td>• Able to work under pressure and in response to changing needs</td>
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<tr>
<td>• Demonstrated ability to meet deadlines</td>
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<tr>
<td>• Tangible reference of previous similar assignments a must</td>
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<tr>
<td>• Experience in leading focus groups</td>
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<tr>
<td>• Experience in qualitative interviews</td>
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</tbody>
</table>
- Substantial experience in carrying out research and surveys with teams of consultants.
- A team player with proven application of relevant competencies at field level.
- Good knowledge of Rwandan context
- Assessment, analytical, statistical and planning skills.
- Good oral and written reporting skills.

<table>
<thead>
<tr>
<th>Proposed Methodology, Approach and Implementation Plan</th>
<th>50%</th>
<th>50</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qualification of the consultant</td>
<td>20%</td>
<td>20</td>
</tr>
<tr>
<td>- The team leader must have a degree or equivalent in relevant field.</td>
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<td></td>
</tr>
</tbody>
</table>

| Total | 100 |