TERMS OF REFERENCE (ToRs)

INDIVIDUAL CONSULTANCY - INSTITUTIONAL REVIEW OF THE MINISTRY OF LOCAL GOVERNMENT

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>Individual Consultancy – Institutional Review of the Ministry of Local Government (MINALOC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category:</td>
<td>Energy and Environment</td>
</tr>
<tr>
<td>Duty Station:</td>
<td>Kigali, Rwanda</td>
</tr>
<tr>
<td>Type of contract:</td>
<td>Individual Contract</td>
</tr>
<tr>
<td>Expected starting date:</td>
<td>immediately</td>
</tr>
<tr>
<td>Duration of assignment:</td>
<td>20 working days</td>
</tr>
</tbody>
</table>

1. BACKGROUND

The Ministry of Local Government (MINALOC) is mandated by the GoR to promote and monitor Good Governance, Decentralisation, Territorial Administration, Community Development and Social Affairs as well as following up mandates of its affiliated agencies. MINALOC also formulates policies and programs falling under good Governance and Decentralization, Territorial Administration, Local Finance, Community Development and Social Protection Development, Media Development and National Services. The Ministry monitors and evaluates LGs administrative entities, mobilises resources and plans capacity development for LG entities.

The Ministry of Local Government leads the Accountable Governance thematic area under EDPRS 2 whose overall objective is to ensure that citizens are effectively involved in both planning and implementation process and hold leaders accountable for better service delivery. Citizen engagement, ownership and more efficient governance are herein seen as pre-requisites for success of the EDPRS implementation.

The governance and decentralization sector is directly contributing to this objective and the specific objectives, namely: to (1) Increase citizens participation and mobilization, (2) to ensure better service delivery in all sectors 3) Ensures socio-economic and political development and to (4) Promote Public Accountability and Democratic Governance. Central to this, is people’s empowerment and participation in making decisions over issues that affect them most.
Mission of the Ministry of Local Government
To ensure coordination of good governance programs and policies, and high quality territorial administration that promotes national economic, social and political development for all Rwandans.

The MINALOC policy objectives include among others:
- Putting in place democratic decentralised administrative structures, which are able to mobilise the population in order to implement Government programs and resolve their own problems;
- Ensuring synergy, collaboration and complementarity between all Government institutions in their support to decentralised administrative units;
- Reinforcing human, material and financial capacities of decentralised administrative units to allow them to fulfil their roles and responsibilities;
- Rolling out to all the population with improved social welfare, insurance systems, savings facilities, social security and safety mechanisms;
- Putting in place mechanisms for assistance and auto-promotion for vulnerable groups, especially genocide survivors and historically marginalised groups;
- Reinforcing planning, coordination and mobilisation mechanisms of the necessary resources regarding good governance, community development and social protection.

The Ministry has also to coordinate, develop and implement a strategic, multi-sector, and multi-disciplinary approach to urban planning, investment, and development through Local Economic Development (LED). All these activities are ultimately meant to contribute to poverty reduction among Rwandan population.

2. OBJECTIVE AND SCOPE OF THE WORK
The main reason of the proposed assignment is to carry out the institutional review of the Ministry of Local Government as well as those for sectors and cells) in order to;

1. Determine the organisational human capacity of the Ministry to implement and sustain its mandate of enhancing good governance and decentralisation for socio- economic development in Rwanda, and develop an operational organisational framework to strengthen Ministry’s internal human resources capacity.
2. Ensure decentralized administrative entities i.e. Sectors and Cells structure are well designed to deliver on their mandate of effective service delivery to the citizens.

Specific objectives of MINALOC review are:
- To analyse and review Ministry’s roles and responsibilities as well that of the Sectors and Cells including attributions of different departments;
• To assess the organizational human capacity of MINALOC that will enable it to deliver on the core mandate of the ministry;
• To propose organizational human resource capacity needed for effective coordination and support the ministry can provide to local governments and sectoral institutions and also to propose organizational human resource capacities of the sector and cell to deliver on their mandate;
• To analyse budgetary implications (if any) of the proposed organizational human resource capacity (structure);
• To provide recommendations for the effective functioning of the ministry, its affiliated agencies, Provinces and all layers of decentralised local government administrative entities.

Rationale of the Review:
The rationale for this assignment is to carry out the institutional review of the Ministry of Local Government and that of its affiliated agencies, Provinces, local government decentralised administrative entities including the Sectors and Cells in order to determine their organisational human capacity arrangement to ensure efficient and effective delivery of their mandate.

Scope of the review:
1. The review will specifically focus on the ministry of local government considering the existence and functioning of its affiliated agencies, sectoral institutions (including the reportee), provinces and local government’s administrative entities.
2. The review also focuses on structures of the sector and the cell. There are already existing structures which were approved recently, however, some concerns have been raised on cell human resource capacity and reviewing cell’s structure (considering financial implication) may also need a fundamental check or review of the sector.

The outcome of the institutional review will be used for the following purposes:
- Define roles and responsibilities of the ministry and attributions of different departments including the roles and responsibilities of staff per respective department;
- Propose Ministry’s model of organisational structure to ensure effective coordination and monitoring of the complex mandate of the ministry;
- Propose Sector’s and Cell’s model of organisational structure that would help them deliver services effectively and avoids overlaps;
- Define budgetary implications (if any) of the proposed organizational structure of the ministry as well as Sectors and Cells;

3. OUTPUTS/EXPECTED DELIVERABLES
• Deliverable 1: Inception report detailing the consultant understanding of the task and the methodology to be employed to complete the task;
• Deliverable 2: Detailed reports describing the proposed organisational structures of the Ministry of Local Government including Sectors and Cells, Staff attributions of the proposed structure and budgetary implication of the proposed structures;
• Deliverable 3: Final Consultancy report
4. DURATION OF THE CONTRACT

The consultancy is expected to take 20 working days

5. INSTITUTIONAL ARRANGEMENT

UNDP will contract two consultants (Lead and Junior Consultant) who will work as a team to undertake the assignment as described in this ToR. The consultants will report to Permanent Secretary, Ministry of Local Government and UNDP Programme Specialist and Head of Unit, Poverty Reduction and Environment Unit. The Lead consultant will spearhead the assignment and will be responsible for the submission of the deliverables as requested. All deliverables submitted by the consultants should be approved by Ministry of Local Government and certified by UNDP Programme Specialist and Head of Unit, Poverty Reduction and Environment Unit before any payment is made.

6. DUTY STATION

The assignment is both field and home-based. The duty station of the work while in Rwanda will be Kigali. MINALOC will provide an office space and internet for the consultants while in Kigali. MINALOC will provide transport to the field if the consultants have to travel outside Kigali and facilitate different meetings necessary like validation workshop.

7. REQUIRED EXPERTISE AND QUALIFICATION

**Education qualification of the Lead consultant:**

- Postgraduate or other advanced university degree (at least M. Sc. or equivalent) in the area of organizational management, institutional/organizational development, social sciences or any other relevant domain.

**Education qualification of the Junior consultant:**

- Postgraduate or other advanced university degree (at least M. Sc. or equivalent) in the area of organizational management, institutional/organizational development, social sciences or any other relevant domain.

**Experience of the Lead Consultant:**

- At least 7 years of professional experience in conducting institutional review
- Demonstrated experience in capacity development initiatives, notably at the systemic and institutional levels;
- Extensive conceptual and practical knowledge of local government operating and strategic principles;
- Experience of working and collaborating with stakeholders including governments; civil society and communities in Rwanda;
- Demonstrated ability of analytical and report drafting work;
Experience of the Junior Consultant:
- At least 4 years of professional experience in conducting institutional review
- Demonstrated experience in capacity development initiatives, notably at the systemic and institutional levels;
- Extensive conceptual and practical knowledge of local government operating and strategic principles;
- Experience of working and collaborating with stakeholders including governments; civil society and communities in Rwanda;
- Demonstrated ability of analytical and report drafting work;

Language requirement:
- Excellent written and verbal communication skills in English;
- Working knowledge of French will be an added advantage.

Corporate Competencies:
- Demonstrates integrity by modelling the UN’s values and ethical standards;
- Ability to establish and maintain good working relations with colleagues in multi-cultural environment;
- Fulfills all obligations to gender sensitivity and zero tolerance for sexual harassment.

8. PAYMENT MODALITIES
The consultants shall be paid the consultancy fee upon completion of the following milestones.
- 30% after completion, submission and acceptance of inception report;
- 50% after completion, submission and acceptance of detailed reports describing the proposed organisational structures of the Ministry of Local Government including Sectors and Cells, Staff attributions of the proposed structure and budgetary implication of the proposed structures;
- 20% Submission of final consultancy completion report.

9. APPLICATION PROCEDURE
Qualified and interested candidates are hereby requested to apply (either as a team or individually). The application should contain the following:

- A technical proposal with brief description of why the individual considers him/herself as the most suitable for the assignment, and a detailed clear methodology, on how they will approach and complete the assignment; a duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP;
- The technical proposal should also contain personal CV or P11 form, indicating education background/professional qualifications, all past experience, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- Financial Proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.
NB: Please clearly indicate if you are applying as a lead or a junior consultant.

10. EVALUATION CRITERIA
The expert will be evaluated against a combination of technical and financial criteria (combined scoring method). Maximum score is 100% out of which technical criteria equals 70% and financial criteria equals 30%. The technical evaluation will include the following:

- Educational Background as requested: 15%;
- Extensive expertise, knowledge, and experience in the field of institutional review, capacity development initiatives, notably at the systemic and institutional levels: 15%
- Extensive conceptual and practical knowledge of local government operating and strategic principles: 15%
- Demonstrated experience and practical knowledge in working and collaborating with stakeholders including governments; civil society and communities in Rwanda: 10%;
- Overall Methodology: 40%;
- Fluency in English and a working knowledge of French: 5%.

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