



Republic of Rwanda
Ministry of Gender and
Family Promotion



Terms of Reference

Recruitment of a team of 2 National consultants to conduct the final evaluation of the Joint Programme on Gender “Leveraging the Full Potential on Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation”.

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| Location: | Rwanda |
| Type of Contract: | SSA |
| Post Level: | National Consultants |
| Languages Required: | English and Kinyarwanda |
| Starting Date: (date when the selected candidate is expected to start) | Mid December 2023 |
| Deadline for Application: | 12 December 2023 |
| Expected Duration of Assignment | 40 working days |
| Duty Station | Kigali with some travels in selected districts |

I. BACKGROUND AND CONTEXT

The Joint Programme on gender entitled “Leveraging the Full Potential of Gender Equality and Women's Empowerment to Achieve Rwanda's Transformation” (2019-2024) was developed by the One UN together with the Government of Rwanda, to advance Gender Equality and Women’s Empowerment (GEWE) under the National Strategy for Transformation (NST1) and through the United Nations Sustainable Development Cooperation Framework (UNSDCF) pillars of Economic Transformation, Social Transformation and Transformational Governance. The overall goal of this Joint Programme is to ensure that "Women and girls, especially the most vulnerable, participate in, contribute to and benefit from the political, economic and social transformation in Rwanda" through leveraging the comparative advantages of the participating UN Agencies – UN Women (Lead), UNDP, UNFPA, UNHCR, UNICEF, IOM and OHCHR – and its implementing partners, namely Government Institutions under the leadership of the Ministry of Gender and Family Promotion (MIGEPROF), CSOs, and the Private Sector.

The programme interventions are structured around three main thematic areas as follows:

- Women lead, participate in and benefit equally from governance systems;
- Women have income security, decent work, and economic autonomy; and
- All women and girls live a life free from all forms of violence.

The program was formulated for a duration of five and a half years and with an initial budget of USD 19 million. However, after two years of implementation, the resource mobilization prospects suggested further adjustments of the programme not only to have a more realistic resource mobilization target but also to allow the programme align with rapidly evolving trends and priorities. It is in that light that the Joint programme was resized and the total budget was downsized from USD 19million to USD 13million.

As the programme is close to its end (June 2024), UN Women in collaboration with the Ministry of Gender and Family Promotion as lead and co-lead institutions of this Joint Programme would like to commission the services of 2 national consultants to conduct its final evaluation to take stock of the achievements, document lessons learnt and challenges which will inform and guide future programming (new JP Gender) and serve as a TOOL for resource mobilization for the next phase.

The final evaluation of the Joint Programme will refer to the guiding documents for evaluation at UN Women and the Ministry of Gender and Family Promotion, including the [Evaluation Policy](#), Evaluation Chapter of the UN Women Program and Operations Manual, the Global Evaluation Report Assessment and Analysis System ([GERAAS](#)) [evaluation report quality checklist](#), and the [Evaluation Handbook](#). These documents serve as the frame of reference for ensuring compliance with various evaluation requirements and assuring the quality of the evaluation report.

II. PURPOSE OF THE CONSULTANCY

The final program evaluation forms an integral part of the project document agreed upon between the donor and the ONE UN Rwanda. It is recommended that at the end of implementation, a final evaluation should be carried out to assess the programme relevance, efficiency, effectiveness and/or sustainability.

The purpose of this backward-looking evaluation is to examine programmatic progress towards the achievement of programme outputs and to generate recommendations that support future programming. The evaluation will contribute to generating substantial evidence on results achieved, as well as to identifying lessons learned and challenges which will support strategic future planning. The evaluation findings and recommendations will be used to inform future program planning, in view of the development of the new strategic document. The evaluation findings will also help duty bearers, particularly the National Gender Machinery, to effectively position Gender Equality and Empowerment of Women in the new National Strategy for Transformation (NST2). Finally, the findings will also inform the UN Country Team programming for the new UNSDCF and Joint programmes.

Rights holders, specifically women organizations at different levels, are expected to use this evaluation to enhance their application of evidence-based strategies and advocacy to promote gender equality and accountability towards women's empowerment and fight against GBV.

The evaluation will also be used by MIGEPROF and UN Women as knowledge base on good practices.

III. OBJECTIVES OF THE CONSULTANCY

The overall objective of the consultancy is to take stock of the results achieved during the program implementation period whilst borrowing lessons from the same experience to inform future program undertakings. The evaluation will assess the relevance, effectiveness, efficiency and sustainability of the programme within the country context of the implementation of Joint Programme.

The specific evaluation objectives are:

- a. To assess the relevance of the Programme with regard to the extent to which the expected results of the programme address the rights and needs of the targeted beneficiaries vis-à-vis the specific country context, to consistency, ownership and congruency, technical adequacy, and complementarity of programme with other initiatives;
- b. To determine the effectiveness of the programme in achievement of results under the three thematic areas, highlighting reasons for achievement and non-achievement of results and factors contributing/hindering achievement of the results with a special focus on the normative framework and how the global normative and intergovernmental frameworks have shaped the national policy and legal framework with the support of the Joint Programme.
- c. To assess benefits of the professional internship programme on the beneficiaries at local level (young women and girls' fresh graduate);
- d. To assess the "Gender Responsive Budgeting (GRB) and the Gender and Economic Policy Management Initiatives (GEPMI) training impact on the planning process at local level
- e. To assess the impact of the programme on economic empowerment of women and girls
- f. To assess the impact of the programme on GBV prevention and response including comprehensive response services to GBV victims
- g. To assess the sustainability of the programme including the participation of partners in planning and implementation of interventions, as well as assessing the probability of long-term benefits from the project based on measures taken to ensure that results initiated by the programme will be sustained on cessation of donor support;
- h. To provide forward-looking recommendations that may be used in future programming and to document lessons learned, success stories and challenges in order to capitalize on the experiences gained.

IV. SCOPE OF WORK

- a. **Timeframe:** The evaluation will cover the entire project implementation period 2019-2024.
- b. **Geographical coverage:** The evaluation will be countrywide but it doesn't necessary mean travels across the country but where need be a realistic and representative sample will be used .
- c. **Programmatic coverage:** The final evaluation is expected to be conducted against the Joint Programme outcomes and outputs. The evaluators will reach out to as many stakeholders as possible and collect necessary information.

The Government, the National Gender Machinery institutions (MIGEPROF, GMO, NWC and FFRP) as well as decentralized beneficiary organizations and individuals are expected to be a privileged source of information for the evaluators.

From UN Agencies, UN Women, UN Resident Coordinator's Office, UNDP, IOM, UNHCR, UNFPA, UNICEF, and OHCHR as participating agencies will respond to the evaluation questions.

Direct programme beneficiaries at district and central levels should also be consulted. The evaluators will specify the methodology to be used to identify and collect relevant information from respondents which have to represent both duty bearers and right holders.

Development partners especially the donors of this programme will also be consulted especially Swedish Development Agency (SIDA), Netherlands Embassy to Rwanda as well as Swiss Agency for Development and Cooperation (SDC) for them to provide their insights and recommendations.

V. DELIVERABLES

- a. An inception report indicating the consultant's understanding of the assignment, the proposed methodology, timeframe and budgets. The methodology should also include the evaluation questions, identified stakeholders for interviews and discussions. The inception report should be presented to the evaluation reference group before key stakeholders' validation.
- b. A draft report indicating preliminary findings on the Joint Program final evaluation.
- c. A power-point presentation (PPT) during the national validation and dissemination workshops and the consultant availability to facilitate those workshops.
- d. Final report of the evaluation highlighting the Joint Program achievements, lessons learned, challenges, success stories as well as key recommendations for future programming.

VI. DURATION AND ADMINISTRATION OF THE CONSULTANCY

The consultancy will be carried out for a period of 40 working days from the time of the contract signature by both parties. The consultant will work closely and regularly with the entire National Gender Machinery including the Ministry of Gender and Family Promotion, National Women's Council, Gender Monitoring Office, FFRP as well as the One UN. The contract will be signed between the consultant and UN Women. The Consultant will perform the assignment under close guidance of MIGEROF' Permanent Secretary in collaboration with UN WOMEN Country Representative.

VII. EVALUATION TEAM COMPOSITION, SKILLS AND EXPERIENCES

The evaluation will be conducted by a team of two national consultants, including one who will act as team leader. The evaluators must have proven experience and familiarity with gender responsive evaluation, gender equality and leadership and political participation for women; and gender based violence prevention and response.

Required Skills and Experience of the Team Lead Evaluator:

- Minimum education of master's degree in economics, sociology, public administration, international development, gender/women studies or related areas. A special training or certification in Monitoring, Evaluation and Results Based Management is considered as an asset;
- 10 years of working experience in designing and leading evaluations including leading evaluations of multi-stakeholder programmes for multilateral organizations, and at least 5 years of experience in evaluations specifically related to gender equality and women empowerment, including in leadership and political participation as well as GBV prevention and response;
- Experience in evaluation of programs with a budget of over USD 5 million;
- Quantitative and qualitative data analysis skills;
- Proven ability to produce high-quality reports and proven communication skills. Proven ability to undertake self-directed research;
- Experience in participatory approach is a must as well as facilitation skills and ability to manage diversity of views;
- Have proven knowledge of national, regional and international gender commitments, policies and conventions.
- Familiarity with the political, economic and social context of the Republic of Rwanda is an asset;
- Proficiency in written and spoken English and knowledge of Kinyarwanda is required; French would be an advantage.
- Have at least 3 certificates of good completion for previous similar consultancies in the same subject line

The 2nd National Evaluator will work under the guidance of the Team Lead Evaluator, and shall also possess expertise in conducting gender-responsive and rights-based evaluations.

- i. Master's degree in a field relevant to the assignment, such as Gender studies, Gender Economics, Development studies, Public Policy, Social Development, Social Sciences, Project/programme management or related fields.
- ii. Have at least 7 years' experience in programme evaluation in a development context and proven accomplishment in undertaking evaluations, including leading evaluations of multi-stakeholder programmes for multilateral organizations.
- iii. Experience in evaluating gender equality and human rights – related programmes/projects.
- iv. Proven experience in qualitative and quantitative evaluation methods.
- v. Proven experience in multi-stakeholder engagement and strong interpersonal and leadership skills.
- vi. Have proven knowledge of national, regional and international gender commitments, policies and conventions.
- vii. Knowledge in results-based programming.
- viii. Proficiency in written and spoken English and knowledge of Kinyarwanda is required; French would be an advantage.
- ix. At least 3 certificates of good completion for previous related consultancy work.

Note: The consultants may apply as a team of consultants or individually and depending on the evaluation results UN Women will pair the two consultants.

How to apply

Interested consultants should submit electronic copies of Technical and Financial proposals via email to rwanda.offers@unwomen.org. The technical proposal should contain at least: CVs, copies of academic credentials, 3 certificates of good completion of previous related consultancy work as well as a technical proposal document showing the understanding of the intended scope of work, detailed methodology, and work plan. The financial offer should indicate the total budget in the proposal with a detailed breakdown including applicable taxes if any. Applications should be addressed to:

*The UN Women Country Representative,
Kigali-Rwanda*