



REQUEST FOR PROPOSAL (RFP) (For Low-Valued Services)

NAME & ADDRESS OF FIRM	DATE: February 25, 2022
	REFERENCE: RFP/UNDP/2022/012

Dear Sir / Madam:

We kindly request you to submit your Proposal for **Recruitment of Local Consultant Firm to develop the National Youth Policy.**

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted on or before **Monday, March 14, 2022** and via email, courier mail or fax to the address below:

United Nations Development Programme

Only Electronic Submission is allowed attention to: Head of Procurement Unit, by email address at offers.rw@undp.org Time: 05h00 PM Kigali Rwanda local time.

[insert fax number and email address of the focal person]

Your Proposal must be expressed in the English, and valid for a minimum period of 90 days

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail, and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions.html>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link :

https://www.un.org/Depts/ptd/sites/www.un.org.Depts.ptd/files/files/attachment/page/pdf/unscc/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely yours,

Shelagh Rwitare
Operations Manager
2/25/2022

Description of Requirements

Context of the Requirement	<i>Review the existing Youth Policy and summarize the rationale behind the review of the policy and Develop National Youth Policy</i>
Implementing Partner of UNDP	MINISTRY OF YOUTH AND CULTURE
Brief Description of the Required Services ¹	The general objective of this consultancy is to review and develop a comprehensive National youth policy with clear guidelines for achieving both short and long term national strategic goals including mainstreaming guidelines and logical framework of the policy in the document. This will need to work with different stakeholders/partners involved in youth empowerment from public, private, civil societies, NGOs and youth organizations.
List and Description of Expected Outputs to be Delivered	<p>The consultant will deliver the following documents:</p> <ol style="list-style-type: none"> 1. Inception report including a summary desk review, detailed work plan, methodology and understanding of the assignment, table of contents, policy development, description of activities, timeline, stakeholders to be consulted, highlight issues identified that needs much attention, and propose content and structure of the Policy. 2. Draft Progress report: draft progress report summarizing the results of consultation made, time and date when consultation was made, this report shall be presented to stakeholders' meeting if deemed necessary for review and enrichment; this progress report may include the proposal on the skeleton of the document. The progress report will be availed to reviewers for general discussions and feedback. 3. Draft proposed National Youth Policy for review, approval and validation 4. Approved final National Youth Policy 5. A well designed and summarized version of the policy for the General public in format (10 to 20 pages) 6. Well translated copies of the final document and summarized version of the policy (10 to 20 pages) in English and Kinyarwanda
Person to Supervise the	Ministry of Youth and Culture

¹ A detailed TOR may be attached if the information listed in this Annex is not sufficient to fully describe the nature of the work and other details of the requirements.

Work/Performance of the Service Provider	Day-to-day management of the consultant will be provided by the Ministry of Youth with the support of UNDP staff who will be selected to support this assignment. The Ministry of Youth will be the government focal point for the policy review and will facilitate all the technical assistance during the entire process.																			
Frequency of Reporting	<i>[detailed in ToR]</i>																			
Progress Reporting Requirements	See attached ToR																			
Location of work	<input type="checkbox"/> Exact Address/es Kigali <input type="checkbox"/> At Contractor's Location: Kigali																			
Expected duration of work	90 days																			
Target start date	20 March 2022																			
Latest completion date	30 July 2022																			
Travels Expected	<table border="1"> <thead> <tr> <th>Destination/s</th> <th>Estimated Duration</th> <th>Brief Description of Purpose of the Travel</th> <th>Target Date/s</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>				Destination/s	Estimated Duration	Brief Description of Purpose of the Travel	Target Date/s												
Destination/s	Estimated Duration	Brief Description of Purpose of the Travel	Target Date/s																	
Special Security Requirements	<input type="checkbox"/> Security Clearance from UN prior to travelling <input type="checkbox"/> Completion of UN's Basic and Advanced Security Training <input type="checkbox"/> Comprehensive Travel Insurance <input type="checkbox"/> Others <i>[pls. specify]</i>																			
Facilities to be Provided by UNDP (i.e., must be excluded from Price Proposal)	<input type="checkbox"/> Office space and facilities <input type="checkbox"/> Land Transportation <input type="checkbox"/> Others <i>[pls. specify]</i>																			
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required																			
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> Required <input type="checkbox"/> Not Required																			

Currency of Proposal	<input type="checkbox"/> United States Dollars <input type="checkbox"/> Euro <input checked="" type="checkbox"/> Local Currency (RWF)
Value Added Tax on Price Proposal ²	<input checked="" type="checkbox"/> must be inclusive of VAT and other applicable indirect taxes <input type="checkbox"/> must be exclusive of VAT and other applicable indirect taxes
Validity Period of Proposals <i>(Counting for the last day of submission of quotes)</i>	<input type="checkbox"/> 60 days <input checked="" type="checkbox"/> 90 days <input type="checkbox"/> 120 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.
Partial Quotes	<input type="checkbox"/> Not permitted <input type="checkbox"/> Permitted <i>[pls. provide conditions for partial quotes, and ensure that requirements are properly listed to allow partial quotes (e.g., in lots, etc.)]</i>
Payment Terms ³	<ul style="list-style-type: none"> • 20% after the submission and acceptance of the Inception Report. • 40% after the submission and validation of the draft National Youth Policy • 40% after the submission and validation of the Final policy document and Summary Version of 10-20 pages.
Person(s) to review/inspect/ approve outputs/completed services and authorize the disbursement of payment	Ministry of Youth - PS
Type of Contract to be Signed	<input checked="" type="checkbox"/> Purchase Order <input type="checkbox"/> Institutional Contract <input checked="" type="checkbox"/> Contract for Professional Services

² VAT exemption status varies from one country to another. Pls. check whatever is applicable to the UNDP CO/BU requiring the service.

³ UNDP preference is not to pay any amount in advance upon signing of contract. If the Service Provider strictly requires payment in advance, it will be limited only up to 20% of the total price quoted. For any higher percentage, or any amount advanced exceeding \$30,000, UNDP shall require the Service Provider to submit a bank guarantee or bank cheque payable to UNDP, in the same amount as the payment advanced by UNDP to the Service Provider.

	<input type="checkbox"/> Long-Term Agreement ⁴ <i>(if LTA will be signed, specify the document that will trigger the call-off. E.g., PO, etc.)</i> <input type="checkbox"/> Other Type of Contract <i>[pls. specify]</i>
Criteria for Contract Award	<input type="checkbox"/> Lowest Price Quote among technically responsive offers <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical offer and 30% price weight distribution) <input type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.
Criteria for the Assessment of Proposal	<p><u>Technical Proposal (70%)</u></p> <input checked="" type="checkbox"/> Expertise of the Firm <i>[indicate percentage]</i> <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan <i>[indicate percentage]</i> <input checked="" type="checkbox"/> Management Structure and Qualification of Key Personnel <i>[indicate percentage]</i>
	<p><u>Financial Proposal (30%)</u></p> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP.
UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, depending on the following factors: <i>[Clarify fully how and why will this be achieved. Please do not choose this option without indicating the parameters for awarding to multiple Service Providers]</i>
Contract General Terms and Conditions ⁵	<input type="checkbox"/> General Terms and Conditions for contracts (goods and/or services) <input checked="" type="checkbox"/> General Terms and Conditions for de minimis contracts (services only, less than \$50,000) Applicable Terms and Conditions are available at: http://www.undp.org/content/undp/en/home/procurement/business/how-we-buy.html

⁴ Minimum of one (1) year period and may be extended up to a maximum of three (3) years subject to satisfactory performance evaluation. This RFP may be used for LTAs if the annual purchases will not exceed \$150,000.00.

⁵ Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

Annexes to this RFP ⁶	<input checked="" type="checkbox"/> Form for Submission of Proposal (Annex 2) <input checked="" type="checkbox"/> Detailed TOR <i>[optional if this form has been accomplished comprehensively]</i> <input type="checkbox"/> Others ⁷ <i>[pls. specify]</i>
Contact Person for Inquiries (Written inquiries only) ⁸	<p><i>Mbasa Rugigana</i> <i>Head of Procurement Unit</i> <i>Mbasa.rugigana@undp.org</i></p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Other Information <i>[pls. specify]</i>	

⁶ Where the information is available in the web, a URL for the information may simply be provided.

⁷ A more detailed Terms of Reference in addition to the contents of this RFP may be attached hereto.

⁸ This contact person and address is officially designated by UNDP. If inquiries are sent to other person/s or address/es, even if they are UNDP staff, UNDP shall have no obligation to respond nor can UNDP confirm that the query was received.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL⁹

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery¹⁰)

[insert: Location]

[insert: Date]

To: [insert: Name and Address of UNDP focal point]

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions :

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following :

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc. ;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

⁹ This serves as a guide to the Service Provider in preparing the Proposal.

¹⁰ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

C. Qualifications of Key Personnel

If required by the RFP, the Service Provider must provide :

- a) *Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) *CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) *Written confirmation from each personnel that they are available for the entire duration of the contract.*

D. Cost Breakdown per Deliverable*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1		
2	Deliverable 2		
3		
	Total	100%	

**This shall be the basis of the payment tranches*

E. Cost Breakdown by Cost Component [This is only an Example]:

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				

*[Name and Signature of the Service Provider's
Authorized Person]
[Designation]
[Date]*



Republic of Rwanda
Ministry of Youth and Culture

LOCAL CONSULTANCY FIRM

Local Consultant Firm to develop the National Youth Policy.

<i>Job Title:</i>	<i>Consultant</i>
<i>Category:</i>	<i>Policy Development</i>
<i>Duty Station:</i>	<i>Kigali-Rwanda</i>
<i>Type of contract:</i>	<i>National Consultant</i>
<i>Expected starting date:</i>	<i>Immediately</i>
<i>Duration of assignment:</i>	<i>90 Days</i>

I. Background

In Rwanda, youth represent the most abundant asset not only to contribute on the economy of the country but in various perspective of the development and a significant share of Rwanda's population for the predictable future. Sustainable development, economic growth, equity and human development are not possible without youth development. Rwanda is a youthful nation, with a median age of just 19 years and 28.6 percent of the population lies between 16-30 years of age (Youth age bracket in Rwanda) and almost 70% is below 30 years (LFS, 2020).

With a huge segment of the young population, Government of Rwanda recognized that social cohesion, development, and sustainable economic growth cannot be achieved with economically and socially vulnerable youth. Given the developmental challenges of young people in different aspects such as; Unemployment (22%), Young people in NEET category (34.7%), Youth literacy (84%), Youth participation in subsistence agriculture (61%) and etc;

Creating decent economic opportunities for young people is a key priority under the National Strategy for Transformation (NST1), where by GoR is continuing to create a conducive environment, policies, and institutional frameworks that facilitate young people to be at the center of transformation and this will be possible only when Rwandan youth have right skills, knowledge, and attitudes to support the transition to a middle-income country.

In 2015, the Government of Rwanda developed a National Youth policy to align it with the national development plans and macroeconomic policies as well as EDPRS2, there was also a need to harmonize the definition of Youth with current local policies and legal frameworks giving young people the rights of undertaking any contract and possessing a National Identity Card at the age of 16 years. The main goal was to promote Youth economic, social, cultural, intellectual and moral welfare.

However, one of the main reasons of changing/reviewing any policy is to ensure that, policy documentation stays current and continuously aligned with the government vision, strategies and policies a cross different institutions. Rwanda has put in place many strategic documents guiding its transformational journey such as; *NST1, Vision 2050/2030 Agenda for Sustainable Development, World Bank future drivers of growth in Rwanda (2019), African Youth Charter, NSDEPS/ National skills development and employment promotion strategy (2019), PSDYE (Private Sector Development and Youth Employment Strategy) and institutional policies* of which the Youth policy should adopt to integrate our young people into the development process.

It is in this regard that, the Ministry of Youth and Culture (MYCULTURE) in partnership with UNDP is hiring a consultant to develop the National Youth Policy in line with mission and vision of the Ministry and national strategies.

The National youth Policy document shall build on series of National strategic documents to develop a comprehensive policy that will significantly bear the fruits to the livelihoods of Rwandan youth especially for Social-Economic transformation given this situation of Covid-19 that challenged many sectors.

1. OBJECTIVE, SCOPE OF WORK AND RESPONSIBILITIES

1.1. Objective

The general objective of this consultancy is to review and develop a comprehensive National youth policy with clear guidelines for achieving both short and long term national strategic goals including mainstreaming guidelines and logical framework of the policy in the document. This will need to work with different stakeholders/partners involved in youth empowerment from public, private, civil societies, NGOs and youth organizations.

1.2 Scope/Responsibilities

More specifically, the consultant assignment should consist the following main tasks:

- Review the existing Youth Policy and summarize the rationale behind the review of the policy
- Develop National Youth Policy including but not limited to:
 - National Youth Policy with the logical framework where concrete actions, measurable impactful indicators, baseline, targets and expected outcomes will be clearly defined.
 - Aligning the policy with relevant National strategic documents
 - Provide a detailed youth sector analysis on different key domains and sub -domains basing on the current data including but not limited;
 - Economic opportunity (Employment, Income and Poverty, Global opportunities/youth mobility, Youth entrepreneurship and self-employment, Youth Access to Finance, Agriculture and animal resources and etc)
 - Education and skills development
 - Health & wellbeing (Mental health, NCDs, SRH and etc)
 - Information & communication technology (ICT)
 - Risk Behaviour Incidence
 - Civic engagement and political participation
 - Peace and security
 - Cultural and creative industry
 - Environment and water resources management

- Youth delinquency
- Sports and leisure
- Etc
 - Identify potential sectors for youth employment and propose the possible framework of mainstreaming youth in those sectors considering the rate of their involvement and the gravity of issues for youth in the sector. For example, youth in Manufacturing, agriculture, hospitality and tourism, Culture and creative industry and etc
 - Review institutional policies, practices and strategic plans to examine their effectiveness in youth mainstreaming ensuring that no policy is neutral to young people eg. Made in Rwanda policy, Agriculture Policy, Entrepreneurship policy, strategic plan for agriculture transformation and many more.
 - Prepare a detailed roadmap for policy elaboration, preferably assigning weekly timeframes for activities to be completed in the months leading to finalization of the policy document.
 - Make sure that all stakeholders including youth lead organizations, NYC structure are consulted during the data collection.
 - Provide a thorough analysis on other relevant national and in international opportunities and recommend relevant actions to cater for youth in their diversity.
 - Translating the documents into two copies (English and Kinyarwanda version)

Deliverables

More specifically, this consultant is expected to produce the following deliverables in regard to the National Youth Policy

The consultant will deliver the following documents:

7. Inception report including a summary desk review, detailed work plan, methodology and understanding of the assignment, table of contents, policy development, description of activities, timeline, stakeholders to be consulted, highlight issues identified that needs much attention, and propose content and structure of the Policy.

8. Draft Progress report: draft progress report summarizing the results of consultations made, time and date when consultation was made, this report shall be presented to stakeholders' meeting if deemed necessary for review and enrichment; this progress report may include the proposal on the skeleton of the document. The progress report will be availed to reviewers for general discussions and feedback.
9. Draft proposed National Youth Policy for review, approval and validation
10. Approved final National Youth Policy
11. A well designed and summarized version of the policy for the General public in format (10 to 20 pages)
12. Well translated copies of the final document and summarized version of the policy (10 to 20 pages) in English and Kinyarwanda

13. Qualifications of the consultant firm /Team leader

Consultant should have master's degree or in one of the following areas:

Economics, Development planning, Policy development, Project management, Development studies, or other closely related field.

6.1 Experience:

- Having 5 years of Experience in policy/Strategy development and analysis;
- Should have Knowledge on youth related aspects and their development;
- Have developed work related to policy development, strategic plan and mainstreaming strategies that have been successfully implemented elsewhere preferably in other institutions;
- Experience in youth issues especially in Africa and Rwanda in particular;
- Knowledge of Results-based management, Planning-based management and Logical framework approach;
- Ability to work effectively in English, should also be fluent in Kinyarwanda knowledge of French is an added advantage.

6.2 Essential qualification and composition of the team

- Consultancy team should have master's degree or in one of the following areas:
Economics, Development planning, Policy development, Project management,

Development studies, Language and Literature, Translation or other closely related field;

- Having 3 years of Experience in policy/Strategy development and analysis;
- The consultancy team/the consultant should possess strong interpersonal skills with ability to establish and maintain effective work relationships with people of different national and cultural backgrounds;
- Proven experience and skills to facilitate workshops and bringing people to reach consensus;
- Team members should have excellent communications skills with ability to express ideas clearly, logically and effectively, both orally and in writing;

6.3 Required Skills, Experience and Competencies of the consultant firm

- The consultant firm will need to demonstrate the following experience; Qualified and available staff for the task and their signed CV;
- Provision of documentation to demonstrate the organizational capability including basic information about the company, management structures, project support and specialized knowledge within the task area;
- Excellent knowledge about youth development both at National and international levels;
- Demonstrated experience in delivering similar or related services (5 years of experience);
- At least having 3 good completion certificates in similar or related services;
- The firm should demonstrate experience in working with international partners or other stakeholders in public sector development programs;
- The firm should have experience in using methodology such as Logical Frame work Approach (LAF) for the design of performance-based planning, including support in the setting of specific, measurable, agreed-upon time realistic time-bound (SMART) targets.

14. Duration of the Contract

The planned duration of the assignment is 90 days. The consultant will include the following phases with their respective time frame.

Table 2: Consultancy Time frame

<i>No</i>		Number of working days	Deliverables
1	Inception Report	10days	Inception report including Work Plan, methodology, table of contents, strategy, description of activities, timeline, stakeholders to be consulted, etc.
2	Draft proposed National youth policy for review, approval and validation	60 days	Submission of draft Progress report within 50 days: Submission of draft Youth policy document; Presentation of draft document to relevant stakeholders for inputs; Validation of the deliverables by stakeholders
3	Finalized Youth policy document	10days	Presentation of the final draft to stakeholders for final approval; Submission of the final document
4	Summarized and designed Youth policy (English version, 10-20 pages both word and power point documents)	10 days	Approved well designed and summarized National youth policy
Total number of days		90 days	

15. Institutional Arrangement

This section describes the organizational and management structure for the consultant and outlays the roles, key responsibilities and lines of authority of all parties involved in the evaluation process. Implementation arrangements are intended to clarify expectations, eliminate ambiguities, and facilitate an efficient and effective evaluation process.

UNDP

UNDP is responsible for the management of this consultancy and will contract independent consultant firm undertake the consultancy work on behalf of the Government of Rwanda. UNDP will ensure that all issues pertaining to the contract with the consultant, including payments are completed on schedule and will be responsible for facilitating the work of the consultant.

Ministry of Youth and Culture

Day-to-day management of the consultant will be provided by the Ministry of Youth with the support of UNDP staff who will be selected to support this assignment. The Ministry of Youth will be the government focal point for the policy review and will facilitate all the technical assistance during the entire process.

16. Payment Modality

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

- 20% after the submission and acceptance of the Inception Report.
- 40% after the submission and validation of the draft National Youth Policy
- 40% after the submission and validation of the Final policy document and Summary Version of 10-20 pages.

The remuneration stated above is subject to applicable taxes in accordance to the laws of the Republic of Rwanda.

17. Evaluation Criteria

The consultant will be evaluated against a combination of technical and financial criteria, using the 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:

Table 3: Selection criteria technical evaluation

<i>Criteria</i>	<i>Weight</i>	<i>Max. Point</i>
<i>Experience of Consultant Firm</i>	15%	15
<i>At least master's degree in Planning, Economics, Business Administration, Youth Studies, Political Sciences, Sociology, Development studies, International Development or/and Economics</i>	15%	15
<i>At least 5 years accumulated experience in producing developing policies, strategies and programmes</i>	25%	25
<i>Proven expertise, knowledge and experience in the field of Youth related aspects</i>	15%	15
<i>Overall Methodology (clear demonstration of evaluation methodology and understanding of the ToRs)</i>	20%	20

<i>Fluent in English and Kinyarwanda (written and verbal skills), knowledge of French is an added value.</i>	10%	10
TOTAL	100%	100

18. Supervision of the Consultancy work

The successful consultant firm or company shall work under supervision of the Director general youth empowerment.

ToRs prepared by:

Name and Designation; John Bosco RWAYITARE, Youth Policy Mainstreaming Specialist

Signature _____

Date of Signing _____

ToRs approved by:

Name and Designation _____

Signature _____

Date of Signing _____