



Republic of Rwanda  
Ministry of Youth

**LOCAL INDIVIDUAL CONSULTANCY**

***Local individual Consultant to develop the Youth Centre Development Strategy***

<b><i>Job Title:</i></b>	<b><i>Local/National individual Consultant</i></b>
<b><i>Category:</i></b>	<b><i>Youth readiness for employment and entrepreneurship development</i></b>
<b><i>Duty Station:</i></b>	<b><i>Kigali, Rwanda</i></b>
<b><i>Type of contract:</i></b>	<b><i>Local Consultant contract</i></b>
<b><i>Expected starting date:</i></b>	<b><i>Immediately</i></b>
<b><i>Duration of assignment:</i></b>	<b><i>45 working days</i></b>

**I. Background**

Rwanda has the youthful population, with young people aged 16-30 making up 28.16 percent of the estimated total population. Rwanda's population median age is 19 years. 70 percent of the total population are under the age of 30. The majority of youth lives in rural area (73 percent) and 75 percent are out of schools (about 2.4 M). About 43.5 percent have not completed lower education.

Today, the Country has 32 Youth Friendly Centres branded YEGO Centres which are either private or public owned. These Centres have been established to serve as one stop center with the overall future objective of empowering youth for improving their potential and competitiveness at local, national and regional level.

Despite the set objective, most of these Centres have faced different challenges for effective and comprehensive delivery of services of empowering youth. There is a need to upgrade Youth Friendly Centers taking account the existing opportunities, challenges and decentralization framework. It has been proved that if youth are given the right opportunities, they can leverage their creativity and energy to provide impactful solutions for the challenges their communities and countries are facing.

There are tremendous untapped opportunities among mainly youth due to limited access to skills development, mentorship, finance, employment opportunities and health services required to meaningfully participate in the country's socio-economic transformation and realize the economic dividend.



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Taking account, the set targets under Sustainable Development Goals (SDGs), National Strategy for Transformation (NST1), Private Sector Development and Youth Employment Strategy, National Youth Policy, National Decentralization policy and into consideration the crosscutting nature of the youth, there is a need to conduct needs assessment of centres and develop a five years Development Strategy to increase their capacity to serve the beneficiaries.

### II. Objective of the consultancy

#### 2.1 General Objective of the consultancy

The principle objective of this consultancy is to carry out youth centres needs assessment and formulate a 5-year youth Centres development strategy.

#### 2.2 Scope and Specific tasks of the individual Consultant

- The individual consultant will undertake Youth Centres' needs assessment focusing on institutional, Human Resource and Financial Resources, and infrastructures plus stakeholders and resource mapping for all centres across the country;
- Ensure thorough practical methodologies of soliciting inputs from stakeholders/partners where applicable, individual consultations and focus group meetings, workshops for identifying expected results in terms of change, priorities, opportunities and gaps, needs and actions towards youth empowerment specific programs;
- Design key strategies to reach the goals and address key issues identified through the environmental scan, situational analysis and consultations;
- Develop an implementation plan that addresses goals and specifies objectives and work plans on an annual basis to reach the needed development;
- Develop overall 5 years' youth centres development strategy with budget, monitoring and evaluation including logical framework.

### III. Deliverables

More specifically, this consultant is expected to produce the following deliverables:

1. Youth Centres Needs Assessment, Stakeholders and Resources Mapping
2. A five Year Youth Center Development Strategy.



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***The consultant will deliver the following documents:***

- ***Inception report*** including a summary desk review, detailed work plan, methodology and understanding of the assignment, table of contents, strategy, description of activities, timeline, stakeholders to be consulted, highlight issues identified for Client's attention and propose content and structure of both needs assessment report and development strategy.
- ***Needs Assessment report:*** Needs assessment report summarizing the findings on institutional, Human Resource and Financial Resources, and infrastructures plus stakeholders and resource mapping for all centres across the country.
- ***Draft Five Year Youth Centre Development Strategy***
- ***Approved final Youth Centre Development Strategy***

### **5. Required Skills, Experience and Competencies**

1.1 Essential qualification and composition of the team:

- The individual consultant will need to demonstrate the experience and qualification;
- Provision of documentation to demonstrate the capability including basic information about the consultant and specialized knowledge within the task area;
- Demonstrated experience in delivering similar or related services;
- The consultant should demonstrate experience in conducting capacity needs assessment;
- The consultant should have experience in developing development plan, project and resource mobilization strategy.

***It is envisaged that the consultant will provide a team of 2 consultants and one consultant (Team leader) with the following qualifications:***

- Masters' degree in Policy Planning, Project Management, Economics, Development studies, and other related field;



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- Having 5 years of Experience in capacity needs assessment, projects/Strategy analysis, developmental issues;
- Knowledge of aspects of youth, resource mobilization and developmental project is preferable;
- Have developed work related to policy development, strategic plan and mainstreaming strategies;
- Experience in youth issues in East-Africa in general and in Rwanda in particular;
- Extensive experience /expertise in developing or evaluating country poverty reduction strategies, and in particular youth sector policies;
- Ability to work effectively in English and Kinyarwanda, knowledge of French is an added advantage;
- Knowledge of Results-based management, Planning-based management and Logical framework approach.

The consultant work shall be carried out basing on contract management.

### **6. Duration of the Contract**

The planned duration of the assignment is **45 days**. The consultant will include the following phases with their respective time frame.



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***Table 2: Consultancy Time frame***

<i>No</i>		<i>Number of working days</i>	<i>Deliverables</i>
<b>1</b>	<b>Inception Report</b>	<b>5 days</b>	Inception report including Work Plan, methodology, table of contents, strategy, description of activities, timeline, stakeholders to be consulted, etc.
<b>2</b>	<b>Overall Needs Assessment Report</b>	<b>30 days</b>	<b>Submission of draft youth centres needs assessment Progress report within 40 days of the contract:</b> Submission of draft needs assessment document report; Presentation of draft document to relevant stakeholders for inputs; Validation of the deliverables by stakeholders.
<b>3</b>	<b>Final Draft Youth Centre Development Strategy</b>	<b>5 days</b>	Presentation of the deliverable to stakeholders for final approval; Submission of all final draft documents
<b>4</b>	<b>Final approved Youth Centre development Strategy</b>	<b>5 days</b>	Approved Youth Centres Development Strategic Plan
<b>Total number of days</b>		<b>45 days</b>	

## 7. 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.



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### UNDP

UNDP is responsible for the management of this consultancy and will contract independent consultant 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

Day-to-day management of the consultant will be provided by The Ministry of Youth with the support of UNDP Country Director or by his representative (Poverty and Environment Unit Team) overseeing the project. The Ministry of Youth will be the government focal point for the evaluation and will facilitate the logistical requirements and provide technical assistance during all phases of the process. The Ministry of Youth will provide all documentation to the team for the desk review, support the setting up of interview appointments and field visits and convene focus group meetings.

### Technical Working group

A Technical working group led by representatives of Ministry of Youth under the support of UNDP will oversee the conduct of the evaluation at the technical level. The team will provide quality assurance and guidance to the consultancy to ensure that it meets quality criteria. The technical committee will oversee the implementation of the agreed schedule of consultation activities, ensure wide stakeholder consultations, will be in charge of verifying all facts in the report and oversee the production of the final reports and the drafting and implementation of follow up actions.

### 8. Duty Station

The duty station of the work is Kigali, Rwanda, while visits to all youth centres will be conducted.

### 9. Payment Modality

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

- 20% after the submission and acceptance of the Inception Report;
- 50% after the submission and validation of the draft strategy;
- **30% after the submission and validation of the Final Strategy and Summary Version.**



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

## 10. Application Procedure

*Interested companies should apply by presenting the following documents:*

- Technical Proposal and Personnel CVs indicating education background/professional qualifications, all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidates and at least three (3) professional references;
- 3 portfolios in color indicating similar projects conducted from the past;

## 11. 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%. Consultant's experience will be scored on 15% and 85% for the proposed consultants. The technical evaluation will include the following:

**Table 3: Selection criteria technical evaluation**

<i>Criteria</i>	<i>Weight</i>	<i>Max. Point</i>
<b>I. Overall Methodology</b>		
<i>Clear demonstration of evaluation methodology, Responsiveness and understanding of the ToR, a clear Roadmap, Timeline and Responsible</i>	<b>20%</b>	<b>20</b>
<b>II. Consultants</b>		
<b>II.1. Lead Consultant</b>		
<i>At least master's degree in Planning, Project management or Economics.</i>	<b>5%</b>	<b>5</b>
<i>Proven expertise, knowledge and experience in the field of Youth policies and strategies</i>	<b>20%</b>	<b>20</b>
<i>At least 5 years accumulated experience in producing, developing strategic plan, strategies, policies and programmes</i>	<b>20%</b>	<b>20</b>
<i>Fluent in English and Kinyarwanda (written and verbal skills)</i>	<b>10%</b>	<b>10</b>



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<b>II.2. The second Consultant</b>		
<i>At least master’s degree in Sociology or Development studies.</i>	<b>5%</b>	<b>5</b>
<i>Proven expertise, knowledge and experience in the field of Youth policies and strategies</i>	<b>10%</b>	<b>10</b>
<i>At least 5 years accumulated experience in producing, developing strategic plan, strategies, policies and programmes</i>	<b>10%</b>	<b>10</b>
<b>TOTAL</b>	<b>100%</b>	<b>100</b>

*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.*

**12. Commitment to quality of work**

The Consultant shall use an evidence-based approach and ensure the highest standard of work and timely deliverables at every stage of this assignment. In particular, the Consultant shall ensure clarity of objectives and process during the Consultations; countercheck all facts and figures cited; ensure that the content and format of the Draft Strategy meets the highest standard for such documents; and ensure proper editing and clarity.

**13. Supervision of the Consultancy work**

The successful individual consultant shall work under supervision of the Permanent Secretary of Ministry Youth, and work directly in collaboration with Director of Youth Social and Ethics Empowerment Unit.

<p><b>Prepared by:</b></p> <p><b>Emmanuel KANANGA</b> Youth Centre Programs Officer</p>	<p><b>Verified by:</b></p> <p><b>William FURAHA</b> Youth empowerment Program Manager</p>
<p><b>Approved by:</b></p> <p><b>Emmanuel BIGENIMANA</b> Permanent Secretary of Ministry of Youth</p>	





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