



Republic of Rwanda  
Ministry of Youth

## **INDIVIDUAL CONSULTANCY**

***Local Consultant develop the National Youth Council 5-year Strategic Plan 2020-2024***

<b><i>Job Title:</i></b>	<b><i>Local/National Individual Consultant</i></b>
<b><i>Category:</i></b>	<b><i>Policies and Strategies</i></b>
<b><i>Duty Station:</i></b>	<b><i>Kigali, Rwanda</i></b>
<b><i>Type of contract:</i></b>	<b><i>Local Individual 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**

In Rwanda, youth represent the large human capital 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 foreseeable future. Sustainable development and 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 28.78 percent of the population lies between 16-30 years of age (NISR, 2018).

With a huge segment of the young population, Government of Rwanda recognized that social cohesion, development, and sustainable economic growth cannot be achieved without empowering youth. Creating decent economic opportunities for young people is key priority under the National Strategy for Transformation (NST), whereby GoR is aiming at conducive environment, policies, and institutional frameworks that facilitate young people to be at the center of socio-economic transformation and this will be possible only when Rwandan young have right skills, knowledge, and attitudes to support the transition to a middle-income country.

The National Youth Council is a Government institution, established by both the Constitution of the Republic of Rwanda of 2003 revised in 2015 in its article N°139 and by law N°001/2016 of 05/02/2016 determining its mission, organization and functioning. The National Youth Council's mission is “to facilitate and encourage Youth to participate in the socio-economic development and transformation to a peaceful, prosperous and sustainable society”. The National Youth Council serves as a platform that provides opportunities for the youth to share ideas for self and national development. Ministry of Youth jointly with NYC as an implementing arm from grassroots (Village “Umudugudu” and Cell “Akagali”) to the national level have outlined key domains and subdomains on which youth empowerment strategic interventions should be built. These include:

- Economic opportunity ( including Employment, Globalization, Youth Business and entrepreneurship and Access to Finance)
- Education and skills development
- Health & wellbeing (including Health and Youth wellbeing)

- Information & communication technology (ICT)
- Youth Risk Behaviour Incidence
- Civic and political participation

Youth is cross cutting in nature, and one of the key gap identified over the last five years was to mainstream youth into different national and sector plans. While developing the new strategic plan of NYC, there is need to consider how youth should youth aspects perspectives are integrated into goals and objectives, M&E and budgeting.

## **II. Objective of the consultancy**

### **2.1 General Objective of the consultancy**

The principle objective of this consultancy is to manage the process of formulating a clear and well organized 5-year strategic plan with clear guidelines for achieving NYC strategic goals in both short and long-term planning. This shall require consultation of different NYC's Executive Committee from Village to National stakeholders/partners and strategic planning documents that includes but not limited to Sustainable Development Goals (SDGs), National Strategy for Transformation (NST1), Private Sector Development and Youth Employment Strategy, Vision 2050,2063 AU aspirations inclusion and diversity and EAC youth policy, National Youth Policy, National Decentralization policy, regional initiatives including Great Lakes Region, Common Wealth, "La Francophonie" and different reports/surveys.

### **2.2 Specific objectives and tasks of the Consultant**

- The consultant will undertake the thorough review of global, regional and national strategic planning tools and documents highlighted above so as to ensure that the NYC's Strategic Plan is aligned and it integrate the set goals and objectives.
- Review the implementation progress of the last five-year strategic plan (2013-2018) to identify the gaps and issues that should be addressed.
- 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 to meet NYC strategic goals;
- Define strategic mission, vision and strategic targets for the NYC Structures at national level.
- Propose NYC's values, vision, and mission
- 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
- Provide strategic insights on the NYC structure and funding mechanism to implement the new strategic plan
- Develop a strategic plan with budget, monitoring and evaluation including logical framework
- Propose an enabling human resource/structure to facilitate a smooth implementation of activities
- Design a collaboration strategy with different youth organizations and youth partners
- Once the final strategic plan is approved and validated by concerned stakeholders. The consultant firm will also produce a well-designed and summarized version of the strategic plan in Kinyarwanda for the general public awareness and consumption (5-10 pages).

### **III. Scope of Work and Responsibilities**

The consultant shall develop a five-year strategic plan (2020-2024) in line with key national and international commitments and development instruments including SDGs, Africa Union agenda 2063, EAC Vision 2050, NST1, the National Youth Policy, The National Decentralization policy, regional initiatives including, Great Lakes Region, Common Wealth and La Francophonie.

It is required to organize consultations with stakeholders having youth in their responsibilities from Public sector, Private sector, Civil Society and Faith Youth Based Organizations as well as consulting development partners including UN Agencies, Bilateral Agencies and International organizations to ensure that their strategies and financing priorities are in line with the National Youth Council's Strategic Plan. The National Youth Council in partnership with its development partners will organize a National validation workshop to ensure integration of partners and stakeholders' inputs. The same workshop will provide a platform to agree on roles and responsibilities as well as monitoring and evaluation mechanism.

### **IV. Deliverables**

More specifically, this consultant is expected to produce the following deliverable: *National Youth Council Strategic Plan 2020-2024*

*The consultant will deliver the following documents:*

1. **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 the strategic plan.
2. **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 thinking and proposal on Vision, Strategic Mission and Values. The progress report will be availed to reviewers for general discussions and feedback.
3. **Draft proposed NYC 5-Year strategic plan 2020 -2024 for review, approval and validation**
4. Approved final NYC's strategic plan
5. A well designed summarized version of the strategic plan in Kinyarwanda for the General public in format (5 to 10 pages)

## 5. Required Skills, Experience and Competencies

- At least Masters’ degree in Policy Planning, Project Management, Business Administration, Economics, Development studies, and other related field
- Having 5 years of Experience in policy/Strategy analysis, development within a specified country context;
- The consultant should demonstrate experience in working with international partners or other stakeholders in public sector development programs;
- The Consultant should have experience in using methodology such as Logical Frame 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.
- Knowledge of aspects of youth and developmental 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.

**Table 2: Consultancy Time frame**

<i>No</i>		<i>Number of working days</i>	<i>Deliverables</i>
<b>1</b>	<b>Inception Report</b>	<i>5 days</i>	Inception report including Work Plan, methodology, table of contents, strategy, description of activities, timeline, stakeholders to be consulted, etc.
<b>2</b>	<b>Draft proposed NYC 5-Year strategic plan 2020 -2024 for review, approval and validation</b>	<i>30 days</i>	<b>Submission of draft Progress report within 40 days:</b> Submission of draft strategic document; Presentation of draft document to relevant stakeholders for inputs; Validation of the deliverables by stakeholders
<b>3</b>	<b>Finalized Strategic Plan</b>	<i>5 days</i>	Presentation of the deliverable to stakeholders for final approval; Submission of all final documents
<b>4</b>	<b>Summarized and designed Strategic Plan ( Kinyarwanda)</b>	<i>5 days</i>	Approved well designed and summarized NYC Strategic Plan
<b>Total number of days</b>		<i>45 days</i>	

## **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.

### **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**

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 and NYC 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.

## **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 strategic plan
- 30% after the submission and validation of the *Final Strategic Plan and Summary Version*.

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 Consultant's CV indicating education background/professional qualifications, all past experience from similar projects, as well as the contact details (email and telephone number) 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%. The technical evaluation will include the following:

**Table 3: Selection criteria technical evaluation**

<i>Criteria</i>	<i>Weight</i>	<i>Max. Point</i>
<i>At least master's degree in Planning, Economics, Business Administration, Youth Studies, Political Sciences, Sociology, Development studies, International Development or/and Economics</i>	<b>15%</b>	<b>15</b>
<i>At least 5 years accumulated experience in producing developing strategic plan, project and programmes (at least 3 Certificates of good completion in public Institutions not more than 5 years)</i>	<b>25%</b>	<b>25</b>
<i>Experience of the consultant in public sector and public policy formulation at national level and regional, international experience will be highly considered</i>	<b>15%</b>	<b>15</b>
<i>Proven expertise, knowledge and experience in the field of Youth policies</i>	<b>15%</b>	<b>15</b>
<i>Overall Methodology (clear demonstration of evaluation methodology and understanding of the ToR)</i>	<b>20%</b>	<b>20</b>
<i>Fluent in English and Kinyarwanda (written and verbal skills)</i>	<b>10%</b>	<b>10</b>
<b><i>TOTAL</i></b>	<b>100%</b>	<b>100</b>

## 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 Strategic Plan 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 Director of Planning /MINIYOUTH in collaboration with the Executive Secretary of the National Youth Council.

Reviewed and submitted by:

Approved by:

**Robert Mwesigwa**  
Executive Secretary of NYC

**Emmanuel Bigenimana**  
Permanent Secretary