

# REPUBLIC OF RWANDA



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## TERMS OF REFERENCE

**ASSIGNMENT TITLE: RECRUITMENT OF AN INTERNATIONAL INDIVIDUAL CONSULTANT TO CONDUCT AN EVALUATION OF THE IMPLEMENTATION OF RWANDA'S FIRST NATIONAL STRATEGY FOR THE DEVELOPMENT OF STATISTICS (NSDS1 2009-2014)**

**REFERENCE NO: 042/REOI/2013-2014/NISR/NC UNIT/NSDS B F /NSDS1 EVALUATION**

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### 1. Background

The National Strategy of the Development of Statistics (NSDS) aims at strengthening statistical capacity across the entire National Statistical System (NSS) in Rwanda. The NSDS is a blueprint of all statistical activities planned and implemented by government institutions and a framework for coordinating statistical activities implemented under the National Institute of Statistics of Rwanda (NISIR).

The NSDS provides a vision where the NSS is positioned during its five year of implementation. It also presents a comprehensive and a unified framework for continual assessment of evolving user needs in a more coordinated, synergistic and efficient manner. Importantly the NSDS demonstrates the existence of a strong National Statistical System in Rwanda, Comprising of data producers, data users and data suppliers including training and research institutions, bound by a common vision, principles and goals, unified and coordinated to implement chosen strategies and programs. The NISR has been implementing the NSDS1 from 2009 to 2014.

National Institute of Statistics of Rwanda (NISIR) is therefore seeking an individual consultant to conduct an evaluation of the implementation of the First Rwanda National Strategy for the Development of Statistics (NSDS1) (since its inception i.e. 2009 to 2014) and to provide an independent and informed view on progress towards its planned results. The review shall include thorough assessment of the NSDS1 implementation from 2009 to 2014 and the appropriateness of its proposed activities. This exercise would enable relevant stakeholders to learn lessons from the NSDS1 implementation so far, and to better inform and offer recommendations that can be helpful towards the implementation of NSDS2.



## 2. Objectives:

The evaluation of the NSDS1 specific objectives include:

- 1) To assess the overall achievement of NSDS1 objectives against :
  - a. Each NSDS1 expected output.
  - b. Overall NSDS1 outcome
- 2) To provide an overall assessment on the performance of “NSDS1 Basket Fund” and other bilateral funding arrangements towards supporting the implementation of NSDS1
- 3) To assess how well the implementation of NSDS1 has increased the responsiveness to the data user requirements, to promote the use of statistics in evidence-based decisions making and policy debates;
- 4) To conduct a review as to what extent has NSDS1 contributed in raising public awareness about official statistics and statistical literacy in Rwanda
- 5) Review to what extent the statistical capacity of NISR and National Statistical System (NSS) has been enhanced as a result of NSDS1 implementation;
- 6) To examine the perception of stakeholders on NSDS1 implementation and coordination mechanisms and its role towards the realization of EDPRS results.
- 7) To assess the evidence base for current and future donor support for NSDS implementation.
- 8) Highlight key recommendations, good practices and lessons learned from NSDS1 that can support NSDS2 implementation, including the management of the Basket Fund.

## 2. Scope of the assignment:

The consultant who will undertake the review is expected to:

- a) Review the relevant NSDS1 documentation and meet with relevant stakeholders, in particular those that currently support the Basket Fund;
- b) Develop a methodology that meets NSDS1 implementation evaluation, making maximum use of secondary sources of information;
- c) Assess to what extent were the objectives of NSDS1 have been implemented inline with priority 1 activities;
- d) Assess the extent to which implementation strategies for NSDS1 were successful to achieve expected results
- e) Conduct an assessment on how NSDS1 adapted to changing priorities and their respective funding throughout its implementation period and indicate any lesson learnt , good practice and recommendation for future improvement
- f) Assess how well NSDS1 implementation outcomes were beneficial in promoting the use of statistics in evidence-based decisions making and policy debates;
- g) Conduct a review on the NSDS1 implementation using results and evidence based approach and indicates its benefit to NISR and NSS, and provide a recommendation on the sustainability of these benefits beyond the lifetime of NSDS1.
- h) Assess to what extent NSDS1 support in raising awareness of official statistics in Rwanda;
- i) Conduct an assessment on how value for money (VfM) was ensued at NSS in implementation of NSDS1 and provide recommendation on how monitoring VfM could be improved in the future.
- j) Highlight lessons for NISR and its Development Partners regarding the Basket Fund approach taken for supporting the implementation of the NSDS1 and areas that need to be taken forward to make progress within the “aid effectiveness” context;



- k) Identify lessons learnt from NSDS1 implementation, so far, and provide recommendations for NSDS2 implementation. The report should address the scope of work, with clear findings and recommendations.
- l) Provide a draft report on Evaluation of the Implementation of the NSDS1 (NSDS1 2009-2014 written in English (20 pages maximum, excluding annexes), assessing progress and achievements against the specific results and milestones in the log frame/work plan for years of 2009-2010; 2011-2012; 2012-2013; 2013-2014 should be submitted 30 days after the contract signature.

### 3. Key outputs and deliverables:

The expected key outputs and deliverables from the assignment are:

- a) A reviewed and documented list of lessons learnt on NSDS1 implementation experience, including implementation status of priority 1 activities, use of statistics in evidence-based decisions making and policy debates, official statistics awareness and statistical literacy, status of NISR and NSS statistical capacity building based on NISR experience and international best practice.
- b) A draft end of NSDS1 review report (2009-2014) written in English, assessing progress and achievements against the specific results and milestones in the log frame/work plan for years of 2009-2010; 2011-2012; 2012-2013; 2013-2014 should be submitted 30 days after the contract signature.
- c) A presentation to the Director General of NISR, NSDS1 Basket Fund partners (EC, DFID), and the World Bank, of the key findings and recommendations resulting from the review;
- d) Final end of NSDS1 Review report to be submitted **within one week** after receiving comments on the draft review and narrative reports. It will be helpful to provide clear responsibilities for taking forward the proposed recommendations;
- e) The consultant shall provide an assessment of the performance of the NSDS Coordination team including any recommendations for enhancing the team's effectiveness in the future;
- f) Five page summary note that NISR and its partners can use for briefing purposes – this should include brief summary on the state of affairs of NSDS1, summary of NSDS1 success story, challenges and recommended course of action to address the challenges.
- g) Providing the required inputs that would enable NSDS Basket Fund partners (DFID and EU) to complete their end of NSDS1 review templates.

### 4. Specific Tasks/activities:

The key tasks/activities for the consultant are summarised below:

- a) measuring progress towards achieving the purpose and delivering the outputs as per the logframe;
- b) Identifying assumptions and risks at all levels (last column of the logframe) and assess their probability and likely impact, and indicate possible mitigation measures.

Specifically the consultant shall perform the following:

- a) Conduct an assessment of the factors that contributed to and/or constrained the progress of the NSDS1 during its implementation from 2009 to date 2014;
- b) Highlight lessons learnt for NISR and its development partners regarding the Basket Fund approach for supporting the implementation of the NSDS1;
- c) Assess the quality and effectiveness of the NSDS1 interventions and provide expert advice on the implementation of NSDS2;
- d) Re-assess the NSDS1 risks and the effectiveness of its control mechanisms;



- e) Develop a methodology for meeting the requirements of an Annual Review making maximum use of secondary sources of information;
- f) Conduct a thorough assessment on NSDS1 overall progress since its inception in 2009 to date in 2014 towards meeting its purpose;
- g) Assess the efficiency and effectiveness of the implementation mechanisms adopted for NSDS1, in terms of the flexibility in adjusting to changing needs of NISR, Government of Rwanda and Development Partners;
- h) Assess the strength of the NSDS1 monitoring framework and its results-focus;
- i) Revise the existing NSDS1 logframe and conduct the risk analysis as regard to the implementation of NSDS1 activities;
- j) Ensuring that relevant MDAs (Ministries, Departments and Agencies) as well as Academic/Research Institutions, the Private Sector and Civil Society organisations that collect data are represented and actively participate in the review mission;
- k) Making selected field visits (maximum one day) if required;
- l) Presenting and discussing preliminary findings and recommendations to key partners from NISR, DFID, EU, WB, and other key stakeholders.

## 5. Methodology:

- a) Data collection methods will include (but not be limited to) a desk review of all relevant documentation, including quarterly and annual work plans, Memorandum of Understanding for the NSDS1 Basket Fund, minutes of Steering committee/National Partnership Group meetings, the NSDS plan, NSDS 1 logframe and all other relevant documentation identified by NISR and the Development Partners; **(Exhaustive list is available and will be provided to the selected consultant)**
- b) interviews and focus group discussions/meetings with key stakeholders, including Ministries, Departments and Agencies (MDAs), Local Authorities, private sector, civil society, media, development partners to assess the impact and use of statistics produced by NISR under the NSDS1 programme;
- c) Consultations with NISR and partners supporting the Basket Fund;
- d) Field visit to a district if necessary to assess implementation of the NSDS at district level.
- e) Direct on site observations

**Note:** The consultant will be responsible for making all necessary logistical arrangements and should not assume that NISR or its partners will provide logistical support or facilities. Support to arrange meetings and field visits will be provided by NISR whenever necessary.

## 6. Reporting arrangements and overall coordination:

The primary point of contact for this assignment is, NISR's Deputy Director General in Charge of Corporate Services. The contact email is: [odette.mbabazi@statistics.gov.rw](mailto:odette.mbabazi@statistics.gov.rw). Ms. Mbabazi will provide necessary and timely information as well as coordinate inputs/comments from key stakeholders and respondents. The consultant should discuss his/her planned approach with her before travelling to Kigali, and agree on key meetings to be arranged and what help he/she will need.

The consultant shall report all the deliverables of this assignment to the Director General of NISR.



## 7. Timing:

The assignment is expected to take a maximum of 30 input days. These include up to 7 days for desk review and planning for the assignment prior to the in-country visit, up to 13 days conducting an assessment and review in country, and a further 10 working days to complete the report. The consultant should build in sufficient time to consult key stakeholders on a draft report and reflect comments in a final version. **The assignment should commence by beginning of June 2014, subject to the consultant's availability and should end by end June 2014 at the latest.**

## 8. Evaluation/Selection Criteria

### 8.1 Competencies and Qualifications: 30 points

#### 8.2 The consultant will need to have:

- An advanced University Degree in Statistics/Quantitative Economics (a Master's Degree or a PhD) or any other relevant discipline from a recognized University. A copy of university degree and CVs duly updated and signed by the consultant must be provided in the application;
- A strong background in either statistics and/or capacity building of government systems;
- Excellent language skills and ability to communicate fluently in English (both written and oral)

### 8.3. Specific Experience: 70 points

- a) At least 5 years of relevant experience in conducting similar reviews and assessments at international level. In particular, the consultant must have working experience in developing countries.
- b) 5 years of experience in developing the statistical capacity of institutions and Sound experience in the national statistical systems of African countries will be essential
- c) 5 years of experience in senior positions at international level whether at home or other countries

**Note:** *The Consultant must also show the evidence that they have performed and completed successful similar assignments in the past.*

The desired individual consultants will be selected based on the above mentioned qualifications and experience criteria. Remuneration will be negotiated based on qualifications and experience.

The desired individual consultants will be selected in accordance with the New Procurement Law n°05/2013 of 13/02/2013 modifying and completing the Law n°12/2007 of 27/03/2007 on Public Procurement and Ministerial Order N°001/14/10/TC of 19/02/2014 Establishing Regulations on Public Procurement, Standard Bidding Documents And Standard Contracts and procedures set out in the World Bank's Guidelines: Selection and Employment of Consultants by World Bank Borrowers, January 2011.



## 9. Application process

Interested persons meeting the above qualifications should express their Interest by submitting the following:

- Letter of motivation highlighting how they meet the requirements for the required Individual Consultant on position of their preference
- A Detailed CV, copies of academic qualifications, names of three references;
- Brief note/description of how the assignments described above will be done (2-3 pages);
- At least three references where similar or related assignments have been conducted;
- Copies of Academic documents

Submission deadline for this Request for expression of Interest is **23<sup>rd</sup> June 2014 at 10:00 hours, 8:00 GMT**. Completed applications should be addressed to the following address:

The Director General  
National Institute Of Statistics of Rwanda (NISR)  
Avenue de la Paix, former MINIPLAN Building, Muhima (Nyarugenge District)  
P.O. Box 6139 Kigali

Electronic applications will also be accepted and may be sent through [info@statistics.gov.rw](mailto:info@statistics.gov.rw), [gerald.yemukama@statistics.gov.rw](mailto:gerald.yemukama@statistics.gov.rw), [alphonse.shumbusho@statistics.gov.rw](mailto:alphonse.shumbusho@statistics.gov.rw)

Only short listed candidate with the first score will be contacted to submit the financial proposal. The successful applicant will be expected to start working by **End of June 2014**.

### Note:

1. The envelope with Financial Proposal will be requested only from the individual consultant who obtains the first score.
2. A consultant shall be disqualified if his/her application does not meet the requirements as per the terms of reference or if he **does not obtain the minimum score required (80%)**.

For the detailed Terms of Reference for this assignment with specific objectives and scope of the tasks, Key deliverables, Timing, Competence and Qualifications and other requirements, **please visit [www.statistics.gov.rw](http://www.statistics.gov.rw), [info@statistics.gov.rw](mailto:info@statistics.gov.rw), DG market website an UNDB online**

Done at Kigali, on 5<sup>th</sup> June 2014

  
**Odette MBABAZI**

Deputy Director General, Corporate Services

