Terms of Reference

Final evaluation of the projects:
“Ubufatanye mu Miyoborere”: Advancing CSO-led Participatory Governance in Rwanda and
Promoting Fiscal Transparency in Rwanda
Search for Common Ground (Search) is seeking a consultant who can evaluate the role of Rwandan civil society organisations, particularly youth CSOs, and media in shifting social norms relating to good governance and their level of collaboration with institutions in promoting more inclusive, responsive, and transparent local-level governance. Following our 24 months program, we are primarily interested in the norms around agency, polarization and institutional legitimacy. Consultant's research proposals should include a plan to analyze these shifts across location, sex, age, and other demographics. Candidates' teams should have experience researching norms to explain the connection between programming, the context, and the changes observed.

1. Context

Search for Common Ground

Search is an international conflict transformation NGO that aims to transform the way individuals, groups, governments and companies deal with conflict, away from adversarial approaches and towards collaborative solutions. Headquartered in Washington DC, USA; and Brussels, Belgium, with 52 field offices in 29 countries, Search designs and implements multifaceted, culturally appropriate and conflict-sensitive programs using a diverse range of tools, including media and training, to promote dialogue, increase knowledge and determine a positive shift in behaviors.

The Projects

This consultancy will evaluate two main projects:

1. **Ubafatanye mu Miyoborere: Advancing CSO-led Participatory Governance in Rwanda**, with the overall goal to enhance the capacity and confidence of Rwandan civil society organisations to promote more inclusive, responsive, and transparent local-level governance. The project was implemented in the districts of Ngoma, Gicumbi, Nyamasheke, and Ruhango, while Kigali hosted national level activities like policy forums and award ceremonies.

   This project pursued three complementary objectives to:
   - Empower CSOs, including youth-focused CSO co-applicant the Rwandan Scouts Association, to conduct research and evidence-based advocacy on relevant local governance issues;
   - Enhance opportunities for CSOs, including youth-focused and youth-led CSOs, to strengthen citizen participation in local governance;
   - Strengthen relations and collaboration between CSOs and community radio stations to advance inclusive, participatory governance in Rwanda.

   To achieve the aforementioned objectives and results, the project used a CSO-led, participatory approach to fostering inclusive, responsive, and transparent governance in Rwanda. Search primarily played a technical assistance and support role, providing training, coaching, and technical guidance to partners and other project participants so that they had the skillsets and confidence to lead project activities as well as remain active, vibrant, and contributing agents to local governance in Rwanda.

2. **Promoting Fiscal Transparency in Rwanda** was a 24 months (September 1, 2018 – August 31, 2020) USAID funded project which aimed to increase the engagement of civil society...
organizations (CSOs) and Rwandan citizens in the government budget process. The key stakeholders of the project were civil society organisations (CSOs), including youth- and women-led CSOs; communities and community leaders, government actors and local authorities; community radio stations, and the Rwanda Scouts Association (Scouts). The project was implemented in the districts of Ngoma, Gicumbi and Nyamasheke, while Kigali will host national level activities like the policy forums and award ceremonies.

This project pursued three complementary objectives to:

I. To build the capacity of CSOs (particularly youth- and women-led CSOs) and media outlets to actively and effectively engage citizens and local government officials around fiscal transparency and budget processes at the district and sector levels.

II. To increase citizen and civil society engagement in budget processes at the local and district levels.

III. To improve citizen access to information and awareness around fiscal transparency and budget processes.

To achieve the aforementioned objectives and results, the project used a CSO-led, participatory approach to fostering inclusive, responsive, and transparent governance in Rwanda. Similarly to Ubufatanye, Search primarily played a technical assistance and support role, providing training, coaching, and technical guidance to partners and other project participants so that they have the skillsets and confidence to lead project activities as well as remain active, vibrant, and contributing agents to Promote fiscal transparency in Rwanda.

2. Goal and Objectives of Study

With the aim of better understanding how these projects enhanced promoted more inclusive, responsive, and transparent local-level governance, this combined final evaluation has four key objectives:

- Determine to what extent the projects were able to enhance the capacity and confidence of Rwandan civil society organisations to promote more inclusive, responsive, and transparent local-level governance;
- Assess if the projects were able to bridge the gap between the media and CSOs creating a powerful and mutually-beneficial relationship, allowing for broader reach, innovation, and impact around fostering good governance in Rwanda;
- Explore how the projects contributed to shape the way local authorities are engaging youth and civil society actors in governance;
- Evaluate the level of achievement of the results in the two projects and their level of endurance, as per agreed results chain and project logic;

3. Key Questions of the Study

The key research questions will be the following:

- To what extent the projects were able to enhance the capacity and confidence of Rwandan civil society organisations, and specifically youth CSOs, to promote more inclusive, responsive, and transparent local-level governance?
- Which are the main lessons learned for future engagement in local-level governance in Rwanda?
- To what extent the projects were able to bridge the gap between the media and CSOs creating a powerful and mutually-beneficial relationship, allowing for broader reach,
innovation, and impact around fostering good governance in Rwanda? Which was the contribution of the media program specifically to this change?

- To what extent and how the projects contributed to shape the way local authorities are engaging youth and civil society actors in governance, included by strengthening the communication channels and exchange platforms between government authorities and the community?
- Do government authorities have more opportunities and are better prepared to effectively collaborate with citizens on addressing communal grievances in an inclusive, transparent and participatory manner?
- What is the level of achievement of the expected projects' results, including final values of the indicators found in the logframes?

4. Geographic Locations

The combined final evaluation will be conducted in the districts of Gicumbi, Ngoma and Nyamasheke, and Ruhango. Some data collection in Kigali, especially with key stakeholders might be needed.

5. Methodology and Data Collection Tools

The consultant is expected to propose the methodology (in line with the baseline study done in March 2018). This approach, the tools utilized and the means of analysis should be determined based on what is necessary and relevant to the project, and a justification for this should be included in the submitted proposal. Each tool/method should then be listed with justification of its use, intended target groups for the tool, and numbers of each target group to be reached. Please include the sampling strategy and approach to the analysis for the study in your proposal. In addition Do No Harm strategies, any proposed deliverables for sharing the findings of the study should be included in this section of the proposal.

**Deliverables**

Search expects the following deliverables from the external consultant(s) as they correspond to the timeline and budget:

- An inception report detailing the methodology, data collection tools and timeline;
- Any necessary training of data collectors or set-up of systems for data collection;
Supervision and participation in data collection;
Oversight of data coding and analysis;
All original data submitted to Search;
A draft evaluation report in English [insert other languages if needed], for review by Search staff and partners;
A final report in English (40 pages max in length, excluding appendices) consistent with Search branding and standards for evaluation. The report:
○ Uses the Search evaluation template unless otherwise agreed in the contract;
○ Provides a clear connection between the conflict or context assessment and the intended results, articulate the project’s ToC, and include other relevant project specifics;
○ Fully explains the objectives and research questions of the study, limitations and methods chosen for analysis;
○ Findings respect Search’s evaluation standards, are structured around the main objectives of the study, and are presented in relation to the intended target groups. The findings should speak to the link between the project, it’s Theory of Change and its contribution to our strategy. It should explain adaptations that occurred during the project and their impact on results;
○ Recommendations should have a clear audience and be specific, accessible, and actionable;
○ Indicator table showing all indicators;
○ Appendices should include detailed research instruments, list of interviewees, terms of references and evaluator(s) brief biography.

Logistical Support
Consultant(s) will be responsible for organizing their own logistics for data collection (vehicles, fuel, and drivers), and this must be budgeted into the study. Search can provide support in arranging logistics as agreed upon based on the consultant’s proposal. No Search staff member will be available to support data collection; Search can however support logistics in the country as needed.

In addition, Search and partners will share the following elements with the external consultant(s):
Background materials including the project proposal and logframe, M&E plan, etc.

6. Ethical Considerations
The consultant must clearly outline key risks of conducting the study and the steps to assure Do No Harm and Conflict Sensitivity and inclusion principles (ie. gender, age, ethnicity, religion, etc.).

7. Data Quality Assurance and Management
Proposals submitted must clearly define methods for assuring the data is recorded and stored in a high quality manner. All studies will be reviewed and approved by our country office and global Institutional Learning Team prior to acceptance of the final product.

8. Timeline
Proposals must be submitted by August 30th. Proposals will be evaluated during the month of September and shortlisted candidates will be invited to an interview mid-September. The selected candidates will finalize the inception report and data collection tools by early October. We expect data collection to start mid-October and the first draft of the report to be shared by Mid-November. The final report will be submitted by early December at latest.
9. Budget

The total budget available for this study is 20,000 USD. A detailed budget should be annexed to the submitted proposal, including daily rates for personnel, and costs related to data collection (per total number of people sampled, sites for collection, etc.), analysis, and production of deliverables.

10. Requirements of Consultant

The following skills and experience are expected by Search for our evaluator for this project:

● Proficiency in English, knowledge of Kinyarwanda is a plus;
● More than 5 years of experience in project evaluation, including collecting data in interviews, surveys and focus groups;
● Experience in conflict analysis and working in governance and with civil society sectors;
● Experience working with international organizations;
● Experience conducting quantitative surveys and analysis;
● Evaluation methods and data collection skills;
● Familiarity and experience with contextual challenges in the geographic location(s) where the study will take place.

In addition, the consultant is required to respect the following Ethical Principles:

● Comprehensive and systematic inquiry: Consultant should make the most of the existing information and full range of stakeholders available at the time of the review. Consultant should conduct systematic, data-based inquiries. He or she should communicate his or her methods and approaches accurately and in sufficient detail to allow others to understand, interpret and critique his or her work. He or she should make clear the limitations of the review and its results.

● Competence: Consultant should possess the abilities and skills and experience appropriate to undertake the tasks proposed and should practice within the limits of his or her professional training and competence.

● Honesty and integrity: Consultant should be transparent with the contractor/constituent about: any conflict of interest, any change made in the negotiated project plan and the reasons why those changes were made, any risk that certain procedures or activities produce misleading review information.

● Respect for people: Consultant respect the security, dignity and self-worth of respondents, program participants. Consultant has the responsibility to be sensitive to and respect differences amongst participants in culture, religion, gender, disability, age and ethnicity.

Selection Criteria

Consultant proposals will be selected for:
1. Relevance of proposed methodology to the goal, objectives, and research questions for the project;
2. Quality of proposed methods, conflict sensitivity approaches, and quality control measures;
3. Qualifications of the candidate(s);
4. Proposed budget in relation to proposed methodology, deliverables and team;
5. Timeline for proposed activities.

Applications

To apply, interested candidates (individuals or teams) are requested to submit the following two documents by August 30th:

1 Adapted from the American Evaluation Association Guiding Principles for Evaluators, July 2004
 ● Curriculum vitae;
 ● A technical proposal proposing a methodology for the baseline together with a financial proposal for the completion of the aforementioned deliverables and a short cover letter.

**Note:** Only two documents can be submitted, so the technical and financial proposals must be combined, along with the short cover letter.

For any inquiry on this combined evaluation you can write to Nicolas Gatambi [ngatambi@sfcg.org](mailto:ngatambi@sfcg.org) with Carlotta Fassiotti [cfassiotti@sfcg.org](mailto:cfassiotti@sfcg.org) in copy.