

## TERMS OF REFERENCE

### CONSULTANT-MONITORING & EVALUATION

#### 1. Background, Scope of work – Role, Responsibilities

Agence Française de Développement (AFD) is supporting the Development Bank of Rwanda (BRD) Plc to build a strong sustainable investment strategy, improve institutional infrastructure and position itself as an efficient platform for attracting and harmonizing stakeholders' projects and investments.

Through the technical assistance funded by AFD, BRD is looking to strengthen its monitoring and evaluation (M&E) function through building an automated M&E system and data collection capabilities for enhanced development impact measurement, reporting and storytelling to key stakeholders. It is in this perspective that BRD would like to hire a consultant that will be able to help BRD attend this objective.

##### 1.1 Presentation of the Development Bank of Rwanda

The Development Bank of Rwanda (BRD) is the only National Development Bank mandated to support Rwanda's development goals. In its current strategic plan 2018-2024, BRD aims to provide long-term finance that significantly facilitates the emergence of different productive enterprises in the private sector in Rwanda. Currently, the Bank operates in key priority sectors, which are agriculture, energy, manufacturing and export, housing and infrastructure, and education.

The Bank's strategic focus is to finance businesses with large socioeconomic impact outcomes and its M&E framework focuses on ensuring appropriate impact measurement and reporting on the key project-specific development impact indicators. This is aligned to the strategic objective of contributing to socioeconomic impact as indicated in the institutional Balanced Scorecard.

BRD consistently measures and reports on the overall institutional performance using the balanced scorecard approach as well as leveraging on a robust monitoring and evaluation (M&E) framework to enhance evidence-based communication and accountability to all stakeholders of the Bank.

#### 2. Objective and service expected under this tender

##### 2.1 Main objective

These terms of reference (ToR) concern the recruitment of a consultant to support the automation of the Bank's M&E system/framework, data collection, and impact storytelling to appropriately align with the various project/sector/program-specific interventions to collect impact data efficiently and effectively, boost development impact data storytelling through compelling visualization and periodic reporting to key stakeholders.

##### 2.2 Scope and content of the works

The Consultant's mandate will be based on the following work:

#### Step 1: Understand the expectations of BRD and preliminary analysis of the available documentation:

- Desk review on BRD M&E policy (review of the BRD M&E plans/indicators/theory of change).
- Framework meeting with BRD, to understand the mutual expectations of the institution, regarding the M&E framework implementation and the underlying current approach.
- Final inception report that includes detailed work plan for the consultancy clearly specifying key deliverables and timelines.

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**Step 2: Carry out a detailed strategic diagnosis of BRD on the following specific aspects:**

- Assessment of BRD’s strategic direction aligned to the institutional development outcomes and impact of its financing interventions.
- Assess the Bank’s direct and on-lending interventions and develop automated system to track, measure and report on development impact outcomes.
- Assessment of the institutional M&E policy and procedures with focus on the management tools including the Theory of Change, the development indicators matrix, and the logical frameworks.

**Step 3: Develop a M&E system/framework of BRD considering the following aspects:**

- Develop results-based data collection and measurement tools for the different priority sectors of intervention with key performance indicators and reporting system.
- With close collaboration and support of BRD M&E team, understand the key impact reports (reporting matrix) and develop appropriate impact storytelling templates.
- Develop and operationalize sector-specific automated M&E plan/data collection system.
- Assist the M&E staff to set up an automated institutional M&E system, data collection, and impact storytelling tools/templates.
- Ensure that the automated system aligns with the Bank’s strategic plan, annual performance scorecard, and the internal M&E guidelines, policy, and procedures.
- Ensure that the development of BRD’s automated system for enhanced data collection and impact storytelling is aligned with the international best practices – particularly basing on the Organization for Economic Cooperation and Development (OECD) regulations as well as other Development Finance Institutions (DFI) norms and standards.

**Step 4: Training and operationalization of the M&E automated system/framework:**

- Undertake situational review of BRD’s needs and ability to collect, measure, evaluate, report on M&E results, and make recommendations aligned with the Bank’s strategy and policies.
- Critically review and define roles and responsibilities to be played by various stakeholders and regarding institutional mechanisms and M&E implementation arrangements to ensure the effectiveness, efficiency, and accountability to key stakeholders.
- Strengthen internal staff competences to be able to support partner financial institutions in documenting impact from sub-loans benefiting from on-lending.
- Create a user guide and handover the developed automated system to relevant departments (Strategy, IT) to ensure ownership, operationalization, and continued future improvements.
- Knowledge transfer and enhanced skills for the M&E team.
- Final report of the consultancy period submitted for review and approval by Management.

**2.3 Expected deliverables**

- Monthly and quarterly progress reports will be submitted to the Monitoring & Evaluation Manager and the Head of Strategy describing major activities undertaken and tasks accomplished during the reporting period, challenges hindering the implementation process and possible associated mitigations.
- The consultant will work closely and regularly with the Strategy and Research Unit to perform the assignment. Additionally, the consultant will provide technical input and advice to BRD management as needed on any matters related and/or relevant to the institutional Monitoring and Evaluation (M&E) activities.
- A report with evolving content as the mission progresses will be prepared by the Consultant. It will have to be validated at each stage by BRD who will in turn seek AFD’s advice.

- The consultant shall be required to provide these documents in electronic version (Word/Excel/Web/PDF formats) and/or printed copies (where applicable).

## 2.4. Estimated timeframe and financial arrangements

Deliverable	Timeline	Percentage of Payment
1. Inception report: which includes a preliminary analysis of the available documentation, detailed methodology and work plan to carry out the assignment.	1 month	20%
2. Draft reports on the following: <ul style="list-style-type: none"> <li>• Validated sector-specific logframes.</li> <li>• Validated institutional theory of change aligned to the new strategic plan 2023-2027.</li> <li>• Designed automated data collection system.</li> <li>• Customized automated BRD M&amp;E system.</li> <li>• Impact storytelling approach/tools designed.</li> <li>• Operationalization of new M&amp;E automated systems.</li> </ul>	3 months (after reception report)	40%
3. Staff trained and User Guide developed (delivery of sample M&E reports prepared via the automated M&E system).	2 months	40%
4. Final consultancy report submitted.		

## 2.5. Deliverables validation process

If the BRD wishes to alter the deliverable, it shall send the Service Provider its comments on those deliverables. The Service Provider will have 7 working days in which to reflect those comments in the deliverable and produce a new version of the deliverable. This process may be repeated until the BRD is satisfied with the deliverables. The deliverable will only be validated by a decision of the BRD.

## 3. Consultant Skills and Qualifications Requirements

### 3.1 Consultant profile

The consultant shall be responsible for the development of the automated M&E system, data collection process, and impact storytelling approach; and shall be the principal contact person with BRD.

The Consultant may be a consulting firm or an individual – and the consultant lead – should have the following prerequisite requirements:

- Must have at least 10 years professional working experience on international project/program evaluation preferably having undertaken similar assignments for development finance institution (DFIs). (10pts) supported by 3 references
- Must have at least a master's degree in economics, M&E, Statistics, Data Science, or related discipline. Professional training in M&E will be an added advantage. (5pts) supported by a copy of the certificate
- Must have demonstrated knowledge of M&E systems, log frame and/or Theory of Change design or similar result frameworks for M&E especially in the development field. (5pts) supported by 3 references
- Must have strong experience in Quantitative and Qualitative Data analysis as well as proven experience in developing M&E Systems and/or creation of web-based systems in project management field. (5pts) supported by 3 references

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- Must have proven experience and skills in training and transfer of knowledge. (5pts) supported by 3 references
- Must have demonstrated M&E experience aligned to the OECD/DAC evaluation quality standards. (5pts) supported by 3 references
- Must have excellent analytical and communication skills; and report writing skills in English. (5pts)
- Must have strong collaboration, facilitation skills and ability to impart skills/knowledge transfer to staff/teams. (2.5pts)
- Must have demonstrated experience in gathering and analysis of development impact information aimed at storytelling and enhanced decisions making. (5pts) supported by 1 or 2 references
- Proficiency in written and spoken English is a requirement, while knowledge in Kinyarwanda and French is an added advantage. (2.5pts)

### 3.2 Organization of the mission

- The mission will be implemented by the Consultant under the supervision of BRD, in close collaboration with AFD. A confidentiality agreement will be signed at the start of the mission between the Consultant and BRD.
- A kick-off meeting will be organized between the Consultant and BRD to discuss BRD's expectations, approach and expectations of the assignment, work plan and timelines. On the same model, progress meetings will be held upon delivery of each intermediate deliverable. At the end of the mission, a closing meeting to which all stakeholders benefiting from the project will be invited will validate the final deliverable submitted by the Consultant.
- The Consultant will be responsible for organizing his mission(s) to Kigali, including his field visits, if any, in close collaboration with BRD. It must provide the human and logistical resources necessary for the implementation of its mission.
- Please note that all documents shall be written in English and should include an executive summary.
- At the operational level, the consultant lead shall closely collaborate with the following staff within BRD:
  - Head of Strategy department.
  - Strategy and Research Manager.
  - Program and Sector Managers.
  - M&E Officers.

### 3.3 Validation criteria for deliverables

The selection of the Consultant and the award of the contract will be based on a selection method based on quality (technical offer) and cost (financial offer), according to the following weights and steps:

- The technical score (Nt) will represent 80% of the final score,
- The financial rating (Nf) will represent 20% of the final rating.
- Technical offers will be opened first. Only financial bids from candidates who have exceeded the minimum technical qualification score will be opened. The minimum technical qualification score required is 70 points.

The technical note evaluating the quality of the offer will be based on the following criteria:

Criteria		Total = 100
<b>1. Adequacy of the methodology and the workplan to the ToRs</b>		
1.a	Understanding of the overall assignment as per the expectations of the Bank. (20pts)	<b>Sub-total = 30</b>
1.b	Relevance of the proposed methodology and approach for the implementation of the contract, list of proposed activities and deliverables.(5pts)	
1.c	Capacity to coordinate with project stakeholders, including key staff.(5pts)	
<b>2. Organization and schedule of activities</b>		<b>Sub-total = 20</b>
2.a	Calendar, chronology, and duration of the proposed activities.(15pts)	
2.b	Organization and distribution of work.(5pts)	
<b>3. Qualification, expertise, and key references of the team</b>		<b>Sub-total = 50</b>
3.a	Technical and managerial expertise of the consultant lead.	
3.b	Relevant references regarding similar assignments undertaken or qualifications.	
3.c	Expertise in similar DFI field or Rwandan context.	

The contract will be awarded to the bidder who has obtained the highest weighted score by combining technical and financial criteria. The best offer is the one with the highest overall score N, N being calculated as follows:  $N = [80 \times \text{Technical Note (TN)} + 20 \times \text{Financial Note (FN)}] / 100$ .

The financial note (FN) is obtained as follows: i.e. LPP the amount of the lowest priced proposal, its financial note will be equal to 100 points. The scores of the other bidders calculated from the financial score of the lowest priced proposal will be obtained by the formula:  $FN = 100 \times LPP/F$ , with LPP= the amount of the lowest priced proposal and F = the amount of the proposal considered.

The clarity and readability of the proposal, the compliance with deadlines, and with the scope of the requested Service, and the operational nature and added value of the proposal, will also be considered in the evaluation.

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#### 4. Response to the consultation

Consultants are invited to submit technical and financial proposals in electronic format to the following address: [secretariat@brd.rw](mailto:secretariat@brd.rw)

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