

TERMS OF REFERENCES (TOR)
FOR THE RECRUITMENT OF A CONSULTANT/ CONSULTANCY TO DEVELOP
A NATIONAL TVET (2024-2029) STRATEGY IN RWANDA,
AS PART OF THE AFTER II PROJECT

I. BACKGROUND

The *Agence Française de Développement* (AFD) is working with the Rwandan government to support human capital development, finance economic development that promotes innovation and green growth as well as foster inclusive local development. In 2019, AFD awarded a grant to the Rwandan government to support its employment objective to improve the integration of students into the workplace and skills of the workforce in the district of Rulindo (AFTER I Project). In 2023, AFD continues to support vocational training by financing a higher vocational training institution and Technical and Vocational Educational Training (TVET) with a focus on the labor market integration of professionals through the project AFTER II: *Appui à la formation technique et à l'emploi au Rwanda*.

The overall goal of the projects funded by AFD is to create an enabling environment that will give young people a better chance of finding decent employment by providing them with lifelong learning opportunities in order to transform Rwanda into a competent, knowledge- and skills-based economy as stipulated in Vision 2050¹.

One of the activities envisaged by the AFTER II Project is the development of a TVET strategy in Rwanda, which will provide a national TVET framework with clear directions on established linkages between TVET and pre-vocational delivery, general education, tertiary and higher education, labor market needs and quality service delivery. As the previous strategy expired, there is an urgent need for a new strategy covering the period from 2024-2029.

¹ To achieve the objectives of its Vision 2050 Project, Rwanda relies on funding and technical support from its development partners. There are currently multiple initiatives from the donor community on-going and in process of implementation, most prominent to mention, an EU initiative underway to set up a TVET Fund.

II. Overview of AFTER I and AFTER II

In 2020, Government of Rwanda and AFD signed a Grant Financing Agreement (GFA) to implement AFTER I. The Project supports the training and professional integration of young people in Rulindo district targeting IPRC Tumba and 4 TVET Schools (APEKI, Bushoki, Kinihira and Buyoga TVET Schools). The project started in August 2020 and will run until December 2024.

The project consists of three components: 1. Reinforcement of the training offer in IPRC Tumba and TVET School around the IPRC; 2. Reinforcement and development of schemes to foster professional integration and entrepreneurship in the district; and 3. Technical assistance to the project management and support to the various actors involved in the territorial scheme. Rwanda Polytechnic (RP) is designated as final beneficiary of the GFA, and is in charge of the implementation of the components 1 and 2 of the project. Rwanda TVET Board (RTB), established in October 2020, is involved at technical level in all activities related to TVET schools. Expertise France (EF), the French technical cooperation public agency, has been appointed by AFD to provide technical assistance to support all the stakeholders in the implementation of the Project.

Appui à la Formation Technique et l'Emploi au Rwanda (AFTER II Project)

Carrying on from the success of this first phase, on 8th March 2023, MINECOFIN and AFD signed a 5-year grant/ loan agreements to implement *Appui à la Formation Technique et l'Emploi au Rwanda (AFTER II Project)*. The project aims to contribute to the improvement of teaching and learning conditions in TVET in order to provide youth with quality training adapted to the current demands of the labor market, building on lessons learned and previous experiences. The RP beneficiary sites are IPRC Karongi and IPRC Kitabi. AFTER II will enable the beneficiary IPRCs increase their intake capacity and provide better living and study conditions at the campus through the construction and equipping of classrooms, laboratories and workshops, dormitories, canteens, infirmary, recreational areas, early-childhood development centre, and sports facilities.

On the side of RTB, the beneficiary sites are Muhororo and Cyanika TVET Schools located in the Nyamagabe district. AFTER 2 Project will support several new buildings/ infrastructure to improve the learning environment and wellbeing of learners. The project will further improve training offers in targeted Technical Secondary Schools (Cyanika and Muhororo TSS) to ensure efficient delivery of TVET programs and to make it more attractive.

The AFTER II Project consists of 4 main components and 2 cross-cutting components as indicated here below;

- Component 1: The IPRC Kitabi and Karongi campuses are expanded, modernised and environmentally friendly – implemented by an external service provider;
- Component 2: The training offer in the IPRC Kitabi and Karongi is strengthened and more attractive;
- Component 3: The link between TVET providers and the private sector is strengthened, and employment and entrepreneurship support mechanisms are more efficient;
- Component 4: The quality and leadership of RP and RTB is reinforced;
- Cross-cutting component 5: The TVET programs are more gender responsive and inclusive and specifically address dropouts of the general education;
- Cross-cutting component 6: Greening TVET – TVET programs, provide youth with green skills and competencies for sustainable economic growth;

III. JUSTIFICATION FOR CONSULTANCY

The general mission of the Ministry of Education is to transform the Rwandan citizen into skilled human capital for the socio-economic development of the country by ensuring equitable access to quality education focusing on combating illiteracy, promoting science and technology, critical thinking, and positive values.

To achieve this mission, TVET has emerged as one of the most effective human resource development strategies that Rwanda has embraced to train and modernize the technical workforce for national development. Since its development in 2008, the Government put efforts to expand the TVET and attract foreign investments and produce a competent labor

force. Since then, TVET initiatives and projects have been increasing and key stakeholders have been involved.

Therefore, this consultancy is designed to support the overall sustainability of the TVET system through development of a TVET strategy. To have an inclusive approach that incorporates the lessons learned, it is paramount that the existing TVET sub sector working groups should be involved in the elaboration of this strategy. The critical aspects of this assignment will include desk review and engagement with education stakeholders², the private sector³, and the TVET sub-sector working group to identify gaps, needs, and opportunities, and develop a TVET strategy that aligns with technical improvements in sciences and technology, markets, and modernized training competences.

IV. OBJECTIVES OF THE CONSULTANCY

The final goal of this consultancy is to develop a comprehensive and responsive national TVET strategy. As such methodology must be based on collaborative processes and working tools to involve in particular the MINEDUC teams as well as other stakeholders (including DPs), both in the diagnostic phases and in the development of the strategy.

To achieve this goal, the mission of the consultant/ consultancy will be to:

- Carry out an initial assessment/ diagnosis of the TVET educational system, labor market needs and TVET sub-sector needs through an intensive consultation with stakeholders;
- Assess specific topics should be made through research on gender and social inclusion, green skills, digitization, global business perspectives, governance and funding mechanism;
- Review the existing policies and official engagements or orientations related to TVET; and provide stakeholders with suggestions for more engagement needs;

² Including, but not limited to, the Ministry of Education, Rwanda Polytechnic, Rwanda TVET Board, Higher Education Council, National Examination and School Inspection Authority (NESA), members of the TVET Sector Working Groups, Parent-teacher Associations.

³ Including, but not limited to, the Private Sector Federation, professional associations, and companies.

- Identify best practices with focus in the region and validate their applicability for Rwanda
- Run restitution workshops and present outline of strategy pillars;
- Develop an adequate theory of change (inputs, activities, outputs, outcome, impact) that will guide the development of the strategy and discuss it with stakeholders for confirmation;
- Draft the new TVET Strategy through intensive consultations, research and international or regional benchmarking;
- Develop the implementation plan of this strategy with clear objectives, activities and indicators, funding mechanisms and responsible bodies;
- Develop baseline, midline, and end-line evaluation tools and discuss them with stakeholders for approval for strategy monitoring;
- Run dissemination workshops to present the strategy to all stakeholders and gather feedback;
- Finalize and submit the TVET strategy for validation. Run validation workshop at MINEDUC.

In order to successfully accomplish his/her mission, the consultant will work under the supervision of the Ministry of Education, the department of Policy Analysis, and the French Development Agency.

V. ACTIVITY IMPLEMENTATION TIMELINE

The implementation timeline is as follows:

No	Activity	Duration
1	Carry out an initial assessment diagnosis of the TVET educational system, the existing policies, and official engagements or orientations related to TVET labor market needs and TVET stakeholders' needs, clarify gaps within the system, and discuss with stakeholders for confirmation. The	3 months

	topics to be explored should be defined and validated upon the start of the consultancy.	
2	Strategy V00-01 drafting	1 month
3	Presentation and amendments of the V00-01 through intensive consultation	1 month
5	Develop implementation plan of the strategy (inputs, activities, outputs, outcome, impact) including the monitoring mechanism (baseline, midline, and end-line evaluation tools)	2 weeks
6	Presentation of final version and amendments of the implementation plan	2 weeks

VI. MINIMUM DESIRED PROFILE OF THE CONSULTANT/ CONSULTANCY

- Master's Degree in Education, Social Sciences, Business Administration, or another relevant field;
- Very good knowledge of the educational context of Rwanda, its difficulties and opportunities, and of the role played by the Rwandan public and private sector institutions, especially in relation to TVET;
- Excellent knowledge and understanding of the regional and international education context, challenges, opportunities, and best practices that can be replicated nationally;
- A solid professional background of at least 7 years in the domain of strategy making and/or strategy development, education quality assurance, and education management, policy research preferably in education;
- Working experience with Donor funded Projects
- Very good analytical skills (conducting surveys and data analysis), synthesis, and report writing skills;
- Capable to develop and deliver interactive presentation for high ranking audience
- Full proficiency in MS office suite including MS Visio
- Strong communication skills;

- Experience in collaborative processes and working tools, as such Knowledge and practice of METAPLAN method would be an asset;
- English proficiency (spoken and written);
- French and Kinyarwanda will be an added asset.

VII. PAYMENT SCHEDULE

The consultant will be required to deliver the following:

Deliverable	Deadline	Percentage payment
Inception report outlining the methodology	2 weeks after signing	20%
Strategy situation and theory of change development reporting and confirmation	1 month after signing	40%
Final TVET strategy (Kinyarwanda and English)	3 months after signing	40%

All the deliverables need to meet MINEDUC requirements and quality standards. Payment will only be made for work satisfactorily completed and accepted by AFD and MINEDUC. Although the payment of the consultancy will be done by Expertise France, MINEDUC and AFD reserve the right to withhold all or a portion of payment if performance is unsatisfactory, if work/outputs are incomplete, not delivered, or for failure to meet deadlines.

Risks associated with the contract

All reasonable and likely risks should be identified and relevant risk response and possible mitigating action defined by both parties.

GENERAL CONDITIONS: PROCEDURES AND LOGISTICS

For all contractual issues, the consultant will report to Expertise France.

The following modalities will be applied during the contract:

- Consultation meetings will be held regularly between key focal persons at MINEDUC and other TVET partners, either in person or remotely;
- The consultant is expected to use his/her own equipment, including computers. MINEDUC premises will be available for the meetings and collecting inputs from other partners.
- The consultant shall not make use of any unpublished or confidential information known to her/him in the course of performing her/his duties under the terms of this agreement, without written authorization from MINEDUC. The consultant shall respect the habits and customs of the local population and abstain from interfering in the country's political affairs.

Policies both parties should be aware of:

- Under the consultancy agreement, a month is defined as 21 working days.
- Consultants are not entitled to payment of overtime. All remuneration must be within the contract agreement.
- No work may commence unless the contract is signed by both, Expertise France and the Consultant.
- For international consultants outside the duty station, signed contracts must be sent by email.
- The Consultant will arrange for their own travel and travel expenses (discussed and approved with EF prior to booking);
- The assignment will be supervised by MINEDUC, in cooperation with Expertise France and AFD.

MINEDUC will be under no operational obligation to pay for operational costs related to this assignment. All costs required to operationalize this assignment shall be borne by the hired consultant and should be included in the proposed financial proposal.

VIII. HOW TO APPLY

The consultant who meets the qualifications should submit the following documents:

- Qualified and experienced candidates are requested to submit a **letter of interest** and a **Technical Proposal (not more than 10 pages)** outlining a roadmap and implementation timelines (detailed implementation methodology). In their letter of interest, candidates should highlight their previous work experience relevant to the assignment, the attributes that make them suitable, and their proposed approach to the assignment.
- A **Curriculum Vitae** (3 pages) indicating all relevant experiences and specifying the relevant assignments
- Detailed methodology and its implementation.
- A proof of having undertaken similar work in the past five years.
- Proforma invoice (tax inclusive) to undertake the proposed work.

Interested consultants should submit their applications on the online platform. The deadline for receiving applications is June 9th, 2023.

Applications not including all the above information or sent materials after the deadline will not be reviewed. Only shortlisted applicants will be contacted.