

**TERMS OF REFERENCE FOR
EXPERTS
FOR THE SINGLE PROJECT IMPLEMENTATION UNIT (SPIU)
FOR THE RWANDA DIGITAL ACCELERATION PROJECT**

1. Background

Rwanda has distinguished itself as a country that is deeply committed to leveraging digital transformation as a means to accelerate growth and reduce poverty. Government is committed to using digitally enabled solutions, wherever possible, to leapfrog traditional approaches and support innovation in service delivery. Beginning as early as 2000, Rwanda began charting an ambitious course for achieving rapid digitization, through a series of five-year plans – culminating in the SMART Rwanda Master Plan. These policies have resulted in the progressive roll-out of digital infrastructure, impressive public e-services expansion (though from a very low base), as well as initiatives to support digital skills and to position Rwanda as a regional ICT hub, underpinned by government institutions and leadership committed to this agenda. Today, Rwanda continues to articulate ambitious strategies in relation to many of these areas.

The Government of Rwanda (GoR) is set to receive funding from the World Bank (WB) to accelerate country-wide digital transformation, as well as facilitate Rwanda’s integration in the emerging regional digital market. The proposed “**Rwanda Digital Acceleration Project**” project (henceforth referred to as the ‘the project’) will expand digital adoption, bringing more Rwandans online by addressing the major barriers that dampen demand for digital services and spearheading a series of interventions that promote digital inclusion. The project will also enable Rwanda to leverage critical enabling digital platforms and data-driven solutions to improve the efficiency of public service delivery and expand the adoption of digitally enabled services. Finally, the project will also increase Rwanda’s capacity to support digital innovation and productivity gains, by strengthening the local digital innovation and entrepreneurship ecosystem, supporting tech firms to move from start-ups to growth and the adoption of digital technology in key sectors.

The Project will be coordinated through the Ministry of ICT and Innovation (MINICT), with Rwanda Information Society Authority (RISA) as the Project implementing institution. A dedicated Single Project Implementation Unit (SPIU) is thus being set up and operationalized at RISA that will have overall responsibility for supporting project preparation and implementation.

RISA seeks to hire a series of high-performing and qualified experts to fill the positions of the SPIU, who will drive the successful and effective preparation and delivery of this project. The job profiles, roles and responsibilities and reporting requirements of the said consultants are indicated below.

2. Summary of Needed Experts

Experts hired will be under the supervision of the Chief Executive Officer (CEO) of RISA. The consultants will work in close collaboration with the Management and Staff of RISA and MINICT, as well as many other key project stakeholders throughout the project cycle – from identification through to implementation – supporting planning, contracting, oversight, monitoring and evaluation (M&E) and project reporting on progress.

Given the coordination role played by RISA on the digital agenda in Rwanda, and the coordination role that the SPIU will play in relation of the project, all successful candidates will need to possess strong stakeholder engagement and communication skills.

To be successful, experts will also need to possess strong technical expertise in their respective field and excellent project management skills, including a track record of managing large and complex donor-funded projects.

Below are detailed job roles and required qualifications for the different experts which the SPIU currently plans to hire as part of its initial set-up.

3. Job Profiles and Description

Job Profiles for the Rwanda Digital Acceleration Project

S / N	Job title	Job profile (Needed Qualifications, Skills and Experience)	Duties and Responsibilities	Number of Positions
1	Monitoring & Evaluation Expert	<p>Selection Criteria: Master’s degree preferred (minimum acceptable is bachelor’s degree) in Economics, Statistics, Data Science, Project Management or equivalent.</p> <p>At least 5 years of relevant work experience for a bachelor’s degree graduate and at least 3 years of relevant work experience for a master’s degree graduate.</p> <p>Technical competencies:</p> <ul style="list-style-type: none"> Track record of leading and supporting monitoring and evaluation (M&E) for complex, large multi-year donor-funded development projects/programs (with prior experience of working on projects in the ICT and innovation sector preferred); Demonstrated technical experience of designing, establishing and implementing M&E frameworks, systems and tools that track performance and development impact; Demonstrated experience in supporting timely and quality data collection from various stakeholders, and/or conducting surveys; Demonstrated experience in supporting capacity building of stakeholders allowing them to produce the required inputs / outputs in relation to M&E frameworks established; Proven expertise in quantitative and qualitative 	<ol style="list-style-type: none"> Provide leadership and direction on all matters pertaining to M&E to ensure the program achieves its goals and corresponding objectives and targets consistent with WB requirements and national monitoring and evaluation guidelines, protocols, information and reporting systems; Lead efforts to monitor and evaluate project interventions, document results and provide feedback to guide decision-making and implementation; Support preparation, establishment and implementation of a robust M&E framework and system, as well as Theory of Change, for the project, in close coordination with relevant project stakeholders, technical experts in the SPIU, and the WB; Support preparation of the M&E framework by mapping and proposing relevant outcome and intermediary project indicators (including definition, frequency, method and responsibility for data collection), as well as identify any key data gaps and proposing solutions to bridge them; Ensure that M&E aspects are actively considered and embedded as part of project activities’ feasibility, design and implementation, through coordination with concerned parties (e.g. including related provisions in bidding documents and contracts for third party providers); Facilitate planning and execution of any M&E baseline, annual and final project assessment needed (e.g. 	01

methodologies, research, management information systems, reporting, data quality assessments;

- Demonstrated high-level technical skills in data formatting, cleaning, analysing, charting, graphing and reporting;
- Excellent conceptual and analytical skills, with proven ability to process and analyse data using one or more statistical software packages, including at least one of the following: SPSS, Stata, MS Access;
- Ability to present M&E data to a diverse audience in easily digestible formats using charts, graphs and other data presentation techniques appropriately to communicate data verbally or in writing;
- Experience of compiling clear M&E reports;

General Competencies (management, leadership, communication, problem solving, monitoring, coordination, stakeholder management etc.)

- Strongly results-oriented and able to manage a complex and multi-faceted workload with minimal supervision to efficiently meet deadlines;
- Strong management and planning skills;
- Team player, with good interpersonal skills, and proven ability to function effectively with multiple host-country counterparts and multi-disciplinary teams;
- Excellent skills in facilitation and coordination, and ability to resolve conflicts constructively
- Ability to maintain strategic overview and manage priorities yet be detail-orientated within a dynamic, fast-paced environment;

household survey), for example, supporting contracting of further consultants to support the process.

7. Support the SPIU coordinator in establishing a robust M&E reporting system as well as related tools to be managed by the SPIU, where data may be sources from third parties (including contracted providers but also government entities such as RURA, NISR etc.), identifying any capacity gaps and reporting issues and suggesting/supporting remedial action;
8. Cultivate strategic M&E relationships and alliances with relevant parties to support effective data collection and reporting;
9. Design an appropriate reporting format to be disseminated and agreed upon with all stakeholders;
10. Support movement towards disaggregated data, where currently missing (e.g. for gender), working with related stakeholders;
11. Develop and oversee data flow pattern for the program that will ensure timely data collection, analysis, formatting and reporting;
12. Provide high quality and timely periodical reports of activities (monthly, quarterly and annual reports) for all the activities during the project preparation phase to RISA and project steering committee, support presentation where needed;
13. Lead results reporting to the WB by providing written documentation on M&E activities and key project indicators and results in conjunction with missions and (monthly, quarterly and annual) progress reports as well as project completion reports, by compiling inputs from various sources;
14. Ensure quality of data through data verification procedures, including routine data quality audits;
15. Ensure that the reports are validated, approved and disseminated, where required;

		<ul style="list-style-type: none"> • Strong oral and written communication skills, including report writing and presentation skills; • Strong problem-solving abilities; • Fluency in English is essential; • Solid IT skills including Word, Excel and PowerPoint; • Should demonstrate a high degree of professionalism and integrity. 	<ol style="list-style-type: none"> 16. Flag and escalate any expected delays to activities and lags in project progress encountered, as evidenced by the data in the M&E framework, to the attention of the SPIU Coordinator, senior managers and the WB; 17. Conduct ad hoc targeted evaluations and operations research, including design, data collection, management and analysis, where needed; 18. Perform any other tasks assigned by the project coordinator. <p>Reporting: The Monitoring and Evaluation Specialist will report to the SPIU Coordinator</p> <p>Deliverables</p> <ul style="list-style-type: none"> • Draft M&E framework (within first three months of contract signature) • Draft M&E system and implementation plan (within first three months of contract signature) • Progress report (every month) 	
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