



Terms of Reference for Evaluation

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EVALUATION SUMMARY

Program/Project, Project Number	4170-BMZ-MYP: People with disabilities in Rwanda improve their economic situation - Zigama Ushore Ubeho Neza (ZUUN) (BMZ: P6279)
Partner Organisation	National Union of the Disability Organizations of Rwanda (NUDOR)
Project start and end dates, phase of project	01-12-2021 - 31-12-2024
Evaluation Purpose	<ul style="list-style-type: none"> - Establish the level of the partner performance in relation to the project planning/project contract and implementation in Burera, Gisagara, Ngoma, Muhanga and Rubavu - To assess the end line overall results of project for accountability purpose, donor reporting, Organisational learning. - Help project management and stakeholders identify and understand successes to date and problems that need to be addressed, and provide stakeholders with an external, objective view on the project status. <p>The end-term Evaluation will also focus on the following elements regarding the project:</p> <ul style="list-style-type: none"> - Relevance - Coherence - Efficiency - Effectiveness - Impact - Sustainability - Coverage - Gender - Child Safeguarding - Environment - Disability Inclusion
Evaluation Type (e.g. mid-term, end of phase)	Final evaluation
Commissioning organisation/contact person	CBM Rwanda Country Office

Evaluation Team members (if known)	External consultant-Review Team
Primary Methodology	Mixed Methods, including quantitative and qualitative methods, Online and virtual methods
Proposed Evaluation Start and End Dates	28 October 2024 until 14 December 2024
Anticipated Evaluation Report Release Date	13 December 2024
Recipient of Final Evaluation Report	Christian Blind Mission-Country Office , Regional Hub Office , International Office , Member Association, Global Livelihood Advisor, Community Based Inclusive Development (CBID) Senior Global Advisor

1. BACKGROUND OF PROJECT

CBM started working with the National Union of the Disability Organizations of Rwanda (NUDOR) since 2015 until now. NUDOR exists to strengthen the voice of the disability movement in Rwanda. It is an umbrella organisation established in 2010 and composed by 15 Organisations of persons with disabilities. Together NUDOR and its fifteen members are working so that persons with disabilities can enjoy the equal rights to which they are entitled.

CBM's and NUDOR partnership was established and formalized through contracts and Memorandum of Understanding (MoU) on the project entitled "Promotion of anti-discrimination practices for Persons with Disabilities in 5 districts in Rwanda" (P3898/BMZ 4287) which ended in January 2023 and the project "Promoting the Livelihood of Persons with Disabilities in 4 districts" and the current project "People with disabilities in Rwanda improve their economic situation - Zigama Ushore Ubeho Neza (ZUUN) (P4170/BMZ 6279).

The project "Improving the socio-economic living conditions - with a focus on savings and health - of people with disabilities in 5 districts in Rwanda - Zigama Ushore Ubeho Neza (ZUUN)" is targeting the following direct and indirect target groups:

The direct target group of this project are the 22,500 future members of the 750 village savings groups to be founded in this project, of which each group will have around 30 members. Around 60% of the members will be female and 40% male¹. 70% of the members have a disability, 20% are caregivers of people / children with disabilities and 10% of the members have no disabilities². From existing NUDOR projects we know that more than 60% of the people with disabilities have a physical disability including visual or hearing impairment. More than 10% have a cognitive disability / learning disability and more than 10% have a multiple disability. The remaining 20% have other disabilities such as albinism or short stature.

The minimum age for membership in a village savings group is 18 years. Another criterion for membership in the groups is belonging to the same village (members must already know each other).

The village savings groups are the central institutional direct target groups of the project.

The indirect target group includes all people with disabilities living in the five districts will benefit from more accessible financial services. With an estimated prevalence of 15% according to WHO3Data, this is almost 318,000 people. We would also like to reach around 30% of the total population in the project area with awareness-raising measures (635,551 people).

¹The interim evaluation of the project "Promoting the livelihood of persons with disabilities in Rwanda" (CBM / NUDOR, 2020) showed that only 18% of the savings groups in this project are led by women, although almost 60% of the members are women. Therefore, in this project, special attention should be paid to the participation of women in the savings groups.

²We want to give 10% people without disabilities access to the village savings groups, as this is absolutely necessary for inclusion and social acceptance based on the experience of past projects (mid-term evaluation 2020, village savings groups in Rwanda, CBM and NUDOR). These members belong to other disadvantaged groups, e.g. are *she* Tested positive for HIV or survivor of the genocide. However, the group leader may only take on one person with a disability.

³ World Disability Report, 2011

The overall objective of the project "People with disabilities in Rwanda improve their economic situation - Zigama Ushore Ubeho Neza (ZUUN)" is that by 2024, the socio-economic inclusion of 22,500 people with disabilities in the districts of Gisagara, Burera, Ngoma, Rubavu and Muhanga in Rwanda will be improved.

Specific objective: 22,500 trained people with and without disabilities in the project area benefit from better financial education, the ability to save and more participation in social and economic life.

Under the specific objective, the following outputs will be reached through a combination of the following 4 results/outputs:

Result/output 1: 22,500 people with and without disabilities are organized in functioning, inclusive village savings groups.

Result/output 2: 22,500 trained VSLG members acquire skills in sustainable agriculture or other business models.

Result/output 3: At least 18,000 of the VSLG members participate in community activities and / or community politics at the district level

Result/output 4: State and private providers in the health, education and rehabilitation sectors are better networked.

In order to achieve those objectives, the project`s action plan considers the following interventions:

Objective 1: 22,500 people with and without disabilities are organized in functioning, inclusive village savings groups

- 1.1 Mapping of people with disabilities in the project area
- 1.2 Training of trainers for business mentors (savings group concept)
- 1.3 Foundation of 750 and savings groups in 5 districts and training of members in the savings group concept.
- 1.4 Training of trainers for business mentors (management, financial knowledge, entrepreneurship)
- 1.5 Exchange of experiences between new and old savings groups
- 1.6 Purchase of project vehicle
- 1.7 Training courses for microfinance institutions in inclusion

Objective 2: 22,500 trained VSLG members acquire skills in sustainable agriculture or other business models.

- 2.1. Training of 200 savings group members in various income-generating measures as multipliers.
- 2.2. Training of 200 savings group members in marketing and value chains as multipliers
- 2.3. Coaching the target group in setting up income-generating measures
- 2.4. Training of 100 savings group members in modern beekeeping (EUR 18088, BL 2.2 and 100 beehives
- 2.5. Small study on affordable access to water for income-generating measures

Objective 3: At least 18,000 of the VSLG members participate in community activities and / or community politics at the district level

- 3.1 Participation in the International Day of People with Disabilities.
- 3.2 Participation in the network meeting JADF (Joint Action Development Forum) at district level.
- 3.3 Raising awareness through theatre.
- 3.4 Official project start and stakeholder coordination meetings.

Objective 4: State and private providers in the health, education and rehabilitation sectors are better networked.

- 4.1 Creation, production and distribution of the overview map of rehabilitation facilities
- 4.2 Collaboration meeting with key partners (UR and other NGOs)
- 4.3 Training of business mentors in sign language
- 4.4 Training in tactile communication and functional assessments of people with hearing impairments

2. EVALUATION OBJECTIVE, SCOPE AND INTENDED USE

The Final evaluation of the project“ People with disabilities in Rwanda improve their economic situation - Zigama Ushore Ubeho Neza (ZUUN)” (BMZ: P6279) during the implementation period of 1 December 2021 to 31 December 2024 it is intended to provide evidence of impact of the project (programme) at final stage with main purpose to facilitate the process, which will document project outputs and broader impact. Eventually, the process should also mobilize the various stakeholders to take action based on this documentation.

2.1. SCOPE OF THE EVALUATION

The final evaluation is being commissioned by CBM in order to understand and document the main results and changes brought on by the livelihood project in the lives of people with disabilities and how other stakeholders (public and private) have contributed to those changes / or role they have played in those changes. The final evaluation will focus on assessing the programme as a whole. It will be an impact evaluation and should assess formative aspects. It will reflect on the process of developing the project, examine how far the project has achieved the expected the impact towards its overall and specific objectives, understand problems that need to be addressed and what lessons can be drawn. This will inform CBM and BMZ on key impact areas and support in understanding improvement needs for future similar programming.

The objective of this final evaluation is review and analyse the overall project implementation according to the project plan from the project start up to the moment of final evaluation takes place. The scope of the evaluation is the entirety of activities as per Project Contract.

The final evaluation aims to achieve the following objectives:

- 1) Assess Partner Performance: Evaluate the performance of project partners in relation to the project plan, contractual obligations, and implementation activities across the regions of Burera, Gisagara, Ngoma, Muhanga, and Rubavu.
- 2) Accountability and Learning: Review the overall project results achieved to date, with a focus on accountability for donor reporting and supporting organizational learning.
- 3) Support Project Management and Stakeholders: Provide project management and stakeholders with an clear objective, external assessment of the project's current status.

This evaluation will help identify key successes, challenges, and areas requiring attention.

Key Evaluation Focus Areas. The evaluation will explore the following dimensions: Relevance, Coherence, Efficiency, Effectiveness, Impact, Sustainability, Coverage, Gender considerations, Child Safeguarding, Environmental impact, Disability Inclusion.

The evaluator will be required to evaluate the following:

- Evaluate the overall impact along the OECD/DAC criteria
- Evaluate critical issues relating to results achievement and the factors affecting successful impact of the project.
- Generate lessons learned from the implementation of the project's activities and the outcomes achieved that will be useful for similar projects in future for same context; Identify the good practices that can be reached to scale in other projects.
- Develop specific recommendations for major stakeholders to promote sustainability and long-term impact to the beneficiary communities.
- The strategic positioning and partnerships.
- Sustainability of results

The final evaluation is expected to cover the following project components:

- Project Management and implementation and collaboration with other stakeholders at national, local level and NUDOR level;
- VSLG member's engagement and VSLGs activities including savings, loans, social funds, Income Generating Activities, collective marketing and value added activities – honey production for example;
- The Groups cohesion and effectiveness of leadership;
- The consistency in savings and loan repayment incl. default rates;
- The dropout rate and reasons for the same;

- Assess whether persons with different disabilities are equitably participating in VSLAs including persons with deaf blindness
- The VSLGs' Financial Linkage to Micro Finance Institutions, SACCO and mainstream banks (at individual and Savings Group Level);
- The linkages created with the NCPD and INGOs implementing VSLAs, linkage to government social protection programmes (Para Social model and VUP).
- The collaboration with UR and other NGOs
- Analyze gender balance and impact programme had on women and girls empowerment and children with disabilities;
- Sustainability of the project results (link with existing government programmes).

In addition to the above component, a qualitative analysis of beekeeping / honey production and improved banana production to develop qualitative case studies to complement the end line evaluation will be undertaken independently in parallel.

This will help to:

- Understand the outputs and outcomes brought about by the ZUUN project beekeeping and improved banana production project activities for persons with disabilities and their families.
- Demonstrate how to manage, promote and use the knowledge generated in the course of related project activities, and future project development.

The major purpose of beekeeping / honey and improved banana production case studies analysis is to draw lessons and obtain recommendations from the end line external review that can offer inputs to improve quality in designing follow up beekeeping / honey and improved banana (good agricultural practices) activities for similar sustainable livelihood projects going forward.

This collected information and analysis will serve as a foundation for identifying potential opportunities to foster growth and advancement of beekeeping, improved agricultural production practices (banana cultivation). To assist with the development of future NUDOR / CBM Rwanda disability inclusive sustainable livelihood activities as income generation / livelihood opportunity for persons with disabilities / VSLGs.

The final Evaluation has the following principal tasks:

- Evaluate the relevance, coherence, effectiveness, efficiency, impact, and sustainability of project;
- Assess the project design in terms of its relevance to the overall development situation at the national level; relevance to national strategies, relevance to NUDOR mandate and relevance to beneficiaries;
- Assess the cost-effectiveness and efficiency of the project interventions;
- Assess the socio-inclusion situation impact on improving the socio-economic participation of persons with disabilities in the community;
- Assess the relevance and effectiveness of the project's strategies and approaches for achievement of the project objectives;
- Assess the performance of the project in terms of effectiveness, efficiency, and timeliness of producing the expected outputs;
- Assess the quality and timeliness of inputs, the reporting and monitoring system and the extent to which these have been effective;

- Assess the relevance of the project's management arrangements, identify strengths, weaknesses, and lessons learnt with regards to the project
- Analyse underlying factors beyond CBM control that affected the achievement of the project's results;
- Provide recommendations to key project partners and stakeholders for the next period of the project;
- Assess whether the project is meeting the results (outputs) and overall objective (outcome).
- Make an economic analysis and honey production cost of beekeeping: Develop a case study of beekeeping and honey production cost of beekeeping VSLG and individual income generation activities of households supported by ZUUN project
- Determine the level of technology-use, and to specify the number of hives (from traditional to modern) to be supported by determining what should be the minimum production capacity.
- Analyse the outcome indicators in beekeeping enterprises within VSLGs, banana production, and improved sustainable agricultural practices at household level (profitability, productivity, income from beekeeping, banana production, improved agricultural

2.2. TARGET AUDIENCE AND INTENDED USE

The evaluation shall provide a detailed account of the impact achievements and challenges of the project for the partner organisation, for CBM Country Office and other stakeholders.

The final report shall be used as a demonstration of lesson learned from the project and accountability to the donor/BMZ. An Executive Summary and graphical depictions of findings together with a limited number of useful recommendations shall allow stakeholders to use it for further programming step and learning processes.

Moreover, it shall be used by partners as a feedback by the target group and how well intended results and positive (or negative) results have been achieved. A specific format such as a slide presentation or poster in accessible format shall be used.

The evaluation team should conduct the process in a participatory manner as much as possible and enable all stakeholders, including NUDOR and CBM CO staff, to reflect on their role in the design and implementation of the project itself. Their perspectives on the process, results and impact achievement, identifying strengths and weaknesses, successes and failures, enabling and inhibiting factors as well as challenges should be sought and incorporated.

The above audience will also be including NUDOR board member's representative and individual key people with disabilities that were/are involved in the project impact in supporting for the organisation of awareness-raising campaigns, technical support in the development of training modules and implementation of training measures and participation in project-related meetings in a supportive capacity.

3. EVALUATION QUESTIONS

The Evaluation shall measure the impact achievement of the project and assess the relevance, coherence, coverage, efficiency, effectiveness, impact, and sustainability of the interventions in line with project objective and output deliverables.

Moreover, the evaluation needs to consider Gender, Child Safeguarding, Disability Inclusion and environment aspects as mandatory areas of enquiry. The evaluation will identify and analyse good practices and success stories for sharing and learning.

The following key questions should be used as a guidance for the evaluation team to address core aspects of the enquiry.

3.1 Relevance, quality of design and appropriateness:

- Was the project designed in ways that respond to the needs and priorities of all participants (irrespective of gender, age, disability status)?
- Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the project consistent with the intended impacts and effects?
- To what extent does/did the project design reflect the rights of persons with disabilities and other marginalised groups and include feedback from a diverse range of local stakeholders? Is the project aligned with national government's policies and strategies?

3.2 Coherence

- How well does the interventions fit?
- To what extent do other interventions (particularly policies) support or undermine the intervention, and vice versa?
- How relevant is the project to future interventions or plan in other parts of the region?
- How do you assess the synergies and interlinkages between the intervention and other interventions carried-out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institutions/government adheres (internal)? How do you assess the consistency of the intervention with other actors' interventions in the same context, including complementarity, harmonization and coordination with others, and the extent to which the intervention is adding value while avoiding duplication of efforts (external)?

3.3 Coverage:

- How have the population groups including the most marginalised been reached?

3.4 Effectiveness:

- To what extent have the planned objectives been achieved so far? Specifically, to what extent have the annual monitoring indicators (outputs) and final impact indicators (effects and impacts) been successfully reached so far?
- Are beneficiaries satisfied with the services received and do they note a noticeable gain? What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent does the project contribute to strengthening the capacities in the project area?
- What are the measurable success indicators since the start of project implementation?
- What lessons learned can you draw from the project to increase the effectiveness of the project in the second wave of the implementation period and of future projects?

3.5 Efficiency or cost-effectiveness (of planning and of implementation):

- Have project funds been spent appropriately? Was the achievement of project objectives on time?
- How does the project co-ordinate with other similar interventions to encourage synergy and avoid overlaps?
- How could the efficiency of the project be increased?
What recommendations do you have for future projects?
- Are existing lessons learned such as reflection, internal review sufficiently used to keep project plan updated?

3.4 Impact - Contribution to change:

- What real difference has the project made to the beneficiaries?
- Which changes took place based on the project's interventions in terms of attitude, practice or effects on individual / family / community / institutional level?
- How is the project perceived by the public? Does it receive visitors, requests etc.? Does it receive media attention and coverage?
- What contribution has the project made in terms of establishing an inclusive society?
- What was an effect that has not been anticipated or expected?
- Were there also negative effects and consequences?
- What should be considered to increase the impact of future projects?

3.5 Sustainability:

- What are the obstacles faced during the project implementation and those putting the project sustainability at risk? What are mitigating and coping recommendations for the future?
- What are the major factors influencing the sustainability of the project?
- How did persons with disabilities participate in the project design, implementation and monitoring or other assessment?
- To what extent are the project's positive actions likely to continue after the end of the project?
- Have the projects awareness raising activities and advocacy work led to a change in the behaviour of the target groups? If yes, in what respect?
- What are lessons learned from this project? What specific future needs can the evaluation team recommend to be prioritized for future institutional support activities?
- What were the most significant constraints and/or difficulties in implementing the project and, where appropriate, how did the project overcome them? What lessons learned does the consultant team identify that have implications for future program design?
- Is the feedback system effectively contributing as an information tool to improve the services/activities/trainings?
- How could activities have reached an even higher level of sustainability?

3.6 Gender:

The evaluation must consider gender aspects of the project and report on this. Data collected must be disaggregated according to gender.

- Has there been any change in the participation of women and men in community, social, economic or political/decision-making life within the target area? What is the link between the work of our project and these changes?
- Has there been any change over the project period to women and men with disabilities participating in community decision-making processes? Any change in the power distribution?
- In what ways are females and/or women-headed households empowered via the VSLAs and how can this be measured?
- How does the project lead to a stronger participation of females and/or women-headed households within community-based decision-making, political involvement?
- In case women are empowered – how are they perceived and accepted by male village authorities?

3.7 Child Safeguarding

The evaluation team **must** keep in mind to adhere to child safeguarding ethics during the entire evaluation process if children are involved. The evaluation must consider child safeguarding aspects and report on this.

- How has a safe environment for children been established and maintained throughout the stages of planning and implementation?
- Assess the awareness of involved stakeholders about the rights of children and about child protection/safeguarding and what prevention and protection activities were undertaken.
- What measures have been put into place to ensure the partner organization and any other actors involved respect the safeguarding principles? What kind of control mechanism is in place?
- Assess whether there have been any project activities that have created unforeseen negative impacts on children's safety.
- What feedback mechanisms are in place to report the violation of child safeguarding?

3.8 Disability Inclusion

- Did women and men with a disability equally gain a better understanding of their rights and entitlements?
- Were women, men, girls and boys with a disability equally able to access the full range of services offered?
- Has the community formed a deeper respect and understanding for people with a disability and their families including decreased stigma and discrimination and increased appreciation of capacities and contribution? Have project personnel received knowledge and training on the specific needs of women, girls, men and boys with a disability?
- Have organisational policies, procedures and project decisions been reviewed and updated to be disability inclusive?

3.9 Environment

- In term of ecology, how was the environmental project impact? If not, explain what is needed.
- How is the climate change affecting the project beneficiaries living conditions?

3.10 Scalability

- Were any unique activities (good practice) identified?
- What aspects of the program are suitable for replication?
- Do the necessary conditions and capacity for scale-up exist within the partner, target region, and relevant agencies & government?

4. APPROACH AND METHODOLOGY:

The evaluation shall be conducted using rights-based principles, i.e. participatory, inclusive and following a do-no-harm approach. Data security and privacy issues must be adhered to during data collection, management as well as reporting.

Ideally, the evaluation team shall include a mixed gender team and be inclusive of a person with disability. The project team can provide support in this.

The project team will share a matrix of key partners and stakeholder with the evaluator so that s/he is aware on who to include in the sampling.

This evaluation will be carried out using mixed methods to review documents and conduct interviews with key project staffs, CBM CO staff, project beneficiaries from the various target groups and other stakeholders involved in the project planning and implementation. The review will collect quantitative and qualitative data from baseline information and monitoring systems including statistics, narrative reports, financial reports, mid-term evaluation report and other relevant documentation, as well as stakeholder/target group interviews and focus group discussions.

The evaluator will take into consideration the implementation status of the project and the resource disbursements made from 1 December 2021 to date of final evaluation .

It is recommended to use mixed methods to gather qualitative and quantitative data specially on beekeeping, banana production, improved sustainable agricultural practices), outputs, outcomes, and impacts from primary and secondary sources (through document review, interviews, key informant interviews, focus group discussions, and HH surveys). Livelihood or income generating strategies and different intervention approaches to beekeeping

The primary data mostly qualitative data should be collected through key informant interviews and field observations that will help to gather real-time perspectives, experiences, and practices. The primary data collection must provide a nuanced understanding of the details, SWOT Analysis, Costs and prices and challenges faced by VSLGs and individual households involved in beekeeping.

The detailed methodology shall be developed by evaluation team in close consultation with CBM CO Rwanda and NUDOR. This will then be reviewed by CBM International and Advisor from CBMI and finalised by the CO.

The final evaluation will take place in Rwanda at national and local level in Ngoma, Burera, Rubavu, Muhanga and Gisagara districts, with an initial workshop and then visits to the partner and selected relevant audience of the target group and project stakeholders.

The evaluation shall be results based (outputs, outcome and impact) rather than activities based. It shall be a participatory process conducted by involving the implementing partner, stakeholders, and representative target groups. Particular attention shall be given to people with disabilities in terms of their involvement.

The process will involve the preparation of background documents considered essential to answer the key questions above. The final list of documents should be submitted to the evaluation team at least two weeks prior to the evaluation itself. The findings and recommendations of the evaluation will be fed back to partners.

The report should contain high-quality pictures with good explanation supported by beneficiary's consent forms.

The methodology must consider:

- Employ the following relevant evaluation criteria: Sustainability, Coherence, coverage, Relevance, Effectiveness, Efficiency, Impact, Gender, Child Safeguarding, Environment, Disability Inclusion,
- Demonstrate impartiality and lack of biases by relying on a cross-section of information sources (stakeholder groups, beneficiaries, key informants etc).
- Using mixed methods (quantitative and qualitative) to ensure triangulation of information through a variety of means.
- Contain a sampling strategy, including the sampling method and sample size calculations.
- Ensure comparability to the baseline indicators and result from the mid-term evaluation
- Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.

5. LIMITATIONS

The following limitations are identified:

- **Accessibility:** According to the target groups, the focus group discussions facilitated by sign language interpreters and an on-site visit component will be included on accessible places.
- **Number of visits/interviews:** it is envisaged that the team will not be able to visit all targeted groups or interview all institutions as well. Efforts will be made to ensure that institutions and stakeholders visited include officials and that stakeholders interviewed are as official representatives as possible.

6. EVALUATION TEAM AND MANAGEMENT RESPONSIBILITIES

6.1. COMMISSIONING RESPONSIBILITY

The evaluation will be under the responsibility of the CBM Rwanda Country Office. However, as CBM Christoffel-Blindenmission Christian Blind Mission e.V. holds the contract with BMZ, respective approaches in terms of methodology, final reports etc. will be aligned with CBM-IO for their input and alignment. The local implementing partner NUDOR will be involved in drafting the Terms of Reference, reviewing and providing their input to the final report in close communication with CBM in form of a Management Response.

6.2. EVALUATION TEAM

A team or individual consultants consisting of participants from a variety of experience in evaluating complex projects is required.

A suitably qualified evaluation team member or consultant with a disability, experience of OPD works, ideally with experience of the national financial context and development context, high experience of VSLA programme and methodology, understanding of the Community Based Inclusive Development perspectives would be highly desirable.

In line with best practice for disability inclusive development, a Disabled People's Organisation representative or person with a disability should participate in the evaluation as an evaluation team member or as a specific evaluation advisory group.

To maintain objectivity, no member of the partner board of directors and partner staff should be part of the evaluation team, although of course coordinating closely with the team itself. However, in order to maximise learning, there should be sufficient time for debrief and discussion between team members, the partner and the CBM country office.

The CBM CO and the project manager at NUDOR will accompany where possible and inform the evaluation team, and clarify issues, but at the same time ensure the team has enough space to interview partners, key staff, key stakeholders on their own, discuss among themselves and develop their findings independently.

The evaluation team is expected to be medically insured during the time of service under this consultancy. The contracting agencies, CBM and NUDOR, will not take responsibility for any damage, injury, or loss in the framework of this evaluation.

The evaluation team will have the following qualifications:

- The team manager shall have Master's degree or higher academic degree related to Social Sciences, International Development, economic and social development related studies, Organisational Development or similar and other team members specialized on agriculture, water and gender (the team will have four members).

- Proven working experience with NGOs or INGO and the Government sector in the field of livelihood, economic development, research.
- Proven working experience in the area of Village Saving Loan Associations (VSLAs)
- Proven consultancy experience of at least 5 years with a record of providing high quality, creative expert advice
- Proven experience in the evaluation of projects/programmes by institutional donors (BMZ, EU, DFAD, DFID, etc.)
- Experience in evaluation of similar programmes (especially livelihood project) and sound knowledge of Project Cycle Management and evaluation criteria
- Experience in participatory approach is a must as well as facilitation skills
- Good analytical skills, Proven working experience in the field of disability and inclusive development
- Knowledge about local culture, policies and laws to understand the reality for persons with disabilities in our country.
- Technical expertise in the field of inclusive livelihood is an asset.
- Proficiency in written and spoken English and corresponding country language(s) essential.
- Excellent writing skills, ability to write in a structured and concise manner.
- Ideally the team should consist of men and women and should include at least a person with disability.

Child Safeguarding Policy and code of conduct: As a condition of entering into a consultancy agreement the evaluators must sign the CBM Child Safeguarding Policy and Code of Conduct Declaration abide by the terms and conditions thereof.

6.2 MANAGEMENT OF THE EVALUATION AND LOGISTICS

NUDOR (the partner) will provide relevant project documents (as but not limited to Project Contract including budget, feasibility study, monitoring reports, semi-annual, annual reports and mid-term evaluation) as necessary to the evaluation team and arrange meetings and local logistics in close alignment with the Evaluation Team. The partner must make sure that venues are accessible for persons with disabilities.

The consultant shall ensure that appropriate translation or interpretation is covered as needed. This also includes potential provision of sign language interpretation. Again, CBM or the partner organisation can support to locate suitable services as needed.

The CBM Country Office Rwanda will facilitate the contact between the Evaluation Team and the local partner. It has the responsibility to make sure that relevant CBM stakeholders are aligned and available for discussions as well as provide their feedback to the draft evaluation report. Furthermore, the evaluation will be

kicked-off with a briefing meeting between the partner organisation, the CBM CO to the Evaluation Team. A final wrap-up meeting shall be conducted by the same parties including CBM-IO and initiative. The CO will facilitate discussion/review of the draft evaluation report with the partner and disseminate the final report to all concerned and CBM-IO for donor (BMZ)-reporting.

CBM-IO will make sure to be available for a briefing discussion as well as will provide feedback to the draft evaluation report. CBM-IO will make sure to share the evaluation report with BMZ for their information and further follow up.

7. EXPECTED RESULTS

- Share and present the inception Report: 28 October 2024
- Share the draft Evaluation Report and present key findings: 27 November 2024
- Submit Final Evaluation Report: 14 December 2024.

The Evaluation Team leader is expected to submit a report complemented with attachments as necessary. The report should be written in English. After receiving the comments, the Team Leader will finalize the report and submit to CBM Rwanda Country Office. The final version of the report will be shared with CBM-IO and BMZ, and partners as deemed necessary by CO management.

The assignment will start with a briefing with partner and CBM and will include a debriefing session with the local partner at the end of the project site visit summarising the findings and recommendations.

The evaluation report needs to consider requirements according to the CBM Evaluation Report template and needs to consider the chapters included in the template. Good practices need to be documented for learning of internal and external stakeholders.

These following expected result documents will be developed as a result of the process:

Inception Report (due by: 28 October 2024)—including A) detailed methodology and B) tools: Objectives and key questions, Methodology, Data collection methods and detailed tools actor by actor, sampling considerations if any, timeline and logistics, etc. C) Data collection plan, including the logistical arrangement.

First Draft Report (due by: 29 November 2024)

A draft report, consolidating findings from the evaluation, identifying key findings, conclusions, recommendations and lessons learned for the current and future similar projects – considering the topics and guiding questions as outlined above – will be submitted to CBM CO. The suggested table of contents for the evaluation report is indicated in the annex.

Final Report (due by: 14th December 2024) – The final report will contain a short executive summary (no more than 3 pages) and a main body of the report.

The main body of the report covers the background of the intervention reviewed, a description of the review methods and limitations, findings (to be presented by evaluation criteria), conclusions, lessons learned, and clear recommendations – considering the topics and guiding questions as outlined above.

Recommendations should also outline recommendations that the project staff and the evaluators have in common or different views based on the feedback sessions to discuss the findings. The report should also contain appropriate appendices, including a copy of the ToR, cited resources or bibliography, a list of those interviewed and any other relevant materials (e.g., tools, questionnaires). The final report will be submitted in 5 days after reception of the consolidated feedback from CBM.

8. DURATION AND PHASING

The service must take place starting from 28 October 2024 until 14th December 2024. The following delivery dates should be set by mutual agreement between CBM and the evaluators, based on the following timetable:

Timeframe: The timeframe of the evaluation is expected to use 48 days consisting of the following steps:

No	Task	Location	Number of Days	Expected Dates
1.	Initial briefing meeting with CBM	CBM CO	1 day	28/10/2024
2.	Inception report	CBM	1 day	29/10/2024
3.	Meeting with the Partner and project team	Kigali	1 day	30/10/2023
4.	Document review	Kigali	5 days	31/10-4/11/2024
5.	Partner visits, stakeholder's meetings, interviews, discussions and Focus group discussions with the Audience	Burera, Ngoma, Rubavu, Muhanga and Gisagara, districts	15 days	05/11-19/11/2024
6.	Analysis of findings	Home based	5 days	20-24/11/2024

7.	Draft report writing and submission of draft report	Home based	4 days	25-28/11/2024
8.	Draft report review by CBM CO, CBM-IO, initiative, partner	Office	7 days	29/11-5/12//2024
9.	Presentation of findings, discussion and clarification of questions (evaluation team, CBM CO, CBM-IO, initiative, partner)	Virtual session	1 day	6/12/2024
10.	Revision of report and submission of final report by evaluation team (3 days)	Home Based	3 days	7/12-9/12/2024
11.	Review and approval of final report by CBM CO, CMB-IO, initiative (2 days)		3 days	10-12/12/2024
12.	Final report review		1 day	13/12/2024
13.	Final report submission		1 day	14/12/2024
	TOTAL		48 days	

9. COSTS AND PAYMENTS

The following batches of payment will be reimbursed upon receipt of EBM invoices together with the recent tax declarations and paid into the bank account of choice for the consultant:

- 40% of the consultancy cost to be paid at the contract signature and submission of inception report agreed upon.
- 40% of the consultancy cost to be paid when the draft report is submitted.
- 20% of the consultancy cost to be paid once the final report is approved.

The transport and accommodation costs will be covered by the consultant.

CBM CO reserves the right to terminate the contract in case that the agreed team members are not available at the agreed commencement of the assignment and if no adequate replacement can be provided.

10. APPLICATION

Interested consultants shall submit their offer to the following address: **info.rwanda@cbm.org** by 18th October 2024. The offer shall include the following:

- Letter of motivation;
- Detailed Curriculum Vitae (CV) of the suggested team members with three references from third parties;
- Copy of degrees;
- Technical proposal describing how the consultant intends to undertake this assignment including suggested methodology, implementation structures and schedule;
- Separate financial proposal including all applicable taxes;
- At least three certificates of good completion of similar assignments;
- RDB Registration Certificate and Tax Clearance including TIN Number from RRA for companies;
- Confirmation of availability during the time frame given above;
- Incomplete offers or applications received after the deadline will not be considered.

CBM contact phone number: +250 78 831 65 49.

Appendix A: Suggested overall structure / table of contents for evaluation Report

Table of Contents

List of figures and tables

List of abbreviations

Summary of Evaluation

- Background information
- Main findings and conclusions
- Key recommendations, if any, lessons learned

1. Introduction

1.1. Purpose of evaluation (brief description of the project)

1.2. Reason and objective of evaluation

- Background and justification for evaluation
- Objective of evaluation
- Central questions of the evaluation

1.3. Mission of Evaluation

- Period and terms of evaluation
- Composition and independence of Evaluation team
- Participation of partners and target groups during evaluation
- External factors influencing conduction of evaluation and their consequences

2. Methodological approach

2.1. Methodology

- Methodological approach and instruments
- Measures to ensure the protection of participants

2.2. Critical opinion

- Relevance and limitations of methodical approach

3. The framework conditions

- General conditions, problems and potential at the beginning of the project and significant changes during implementation.
- Presence and activities of other actors
- Risks to project success

4. Performance of the implementing organisation

- Qualification of the staff
- Other changes regarding the project partner and its implementation partners

5. Developmental Impact

5.1. Relevance

- Alignment of objectives with the needs of the target group, the priorities and policies of the project sponsor and the donor.
- Adequacy of the project concept

5.2 Coherence

- Complementarity and compatibility with other interventions in the country and interventional sector

5.3 Effectiveness

- Quality of project planning
- Quality of the logical framework and indicators
- Quality of project implementation
- Motivation, ownership and legitimacy of l'agence d'exécution
- Quality of project management
- Achievement of objectives What were the main factors that determined whether or not the objectives were achieved?

5.4. Efficiency

- Cost-benefit ratio (At least: detailed cost presentation)

5.5 Impact

- Achievement of main effects
- Exemplarity, structure building, efficiency on a broad basis,
- Other effects (positive and possibly also negative) at the level of the main effects

5.6 Sustainability

- Sustainability of positive effects (after funding ends)
- Risks and potential for sustainable effects at the level of the target group and at the level of executing agency

6. Cross-cutting issues

- Cross-cutting development policy issues
- Contribution to the organizational objectives of the bottom receiver

7. Conclusion and recommendations

7.1. Conclusions and learnings

7.2. Recommendations (if any 7.3: general conclusions and lessons learned)

ANNEX:

- **ToR**
- **Composition and independence of Evaluation Team**
- **Evaluation Matrix**
- **Procedure and schedule at evaluation**
- **List of interviewees/participants**
- **Bibliography**
- **Questionnaires and other data/information collection tools**
- **Minutes of the validation of evaluation results on site**
- **Logical framework and project indicators**
- **Others, as required**

APPENDIX B: STAKEHOLDER ANALYSIS FOR EVALUATION.

NUDOR will work in close collaboration with a range of stakeholders in order to gain maximum impact on the expected results of this action. This action will create impact at both National and district level.

Stakeholders	What is their interest and contribution in the proposed project?	What is their power and influence in the project (1-5 rating, 1=low, 5=high)	stakeholders going to be involved in the evaluation? How?
NUDOR	<ul style="list-style-type: none"> - National representative organisation of Persons with disabilities at national level, collaborating with CBM on all aspects of the action - Engage with authorities on key policy issues on behalf of Persons with Disabilities at all levels - Advocate for financial inclusive services 		
OPDs	<ul style="list-style-type: none"> - Representative structures with the mandate to represent Persons with Disabilities - Community mobilisation of community/grassroots Persons with Disabilities - Promote socio-economic inclusion of persons with disabilities - Identify the challenges faced by people with disability and advocate for change - Mainstreaming disability into government and NGOs programmes - Influencing national legal framework to ensure it is disability inclusive 		
National Authorities (Gov.t and Ministries; Parliament and MPs)	<ul style="list-style-type: none"> - Inclusive Policies - Development and implementation of policies and legislation - Lead agenda on disability mainstreaming across national ministries 		

	<ul style="list-style-type: none"> - In charge of domestication of UNCRPD in domestic laws - Planning and budgeting - Community mobilization 		
Local Authorities	<ul style="list-style-type: none"> - Development of plans and budgets - Implementation of national programmes - Law enforcement 		
Social Service Providers	<ul style="list-style-type: none"> - Ensuring public services reach beneficiaries - Social protection of vulnerable groups 		
Communities	<ul style="list-style-type: none"> - Support and participate in Local Platforms in monitoring human rights and in reporting case infringements - Main actors in community development 		
Media	<ul style="list-style-type: none"> - Provide coverage on campaigns and critical support to advocacy/lobbying efforts - Follow closely and provides update to a general public - Raise awareness and public interest - Amplify the points of view of a traditionally marginalized group 		
Financial and Micro financial Institutions	<ul style="list-style-type: none"> - Provide inclusive financial services 		
CARE International	<ul style="list-style-type: none"> - Building the capacity of NUDOR in term of VSLA approach 		
WATERAID,	<ul style="list-style-type: none"> - Participation in the study on affordable water and sanitation to people with disability 		
SENSE INTERNATIONAL	<ul style="list-style-type: none"> - Support to NUDOR to organize tactile communication for deaf blind people 		
The Rwanda Organization of Persons with Deaf-blindness (ROPDB)	<ul style="list-style-type: none"> - Support to NUDOR to organize tactile communication assessment and training for deaf blind people 		

Private sector players in the solar sector are planned in order to professionally implement individual components of the project with bundled expertise.			
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Kigali 7th October 2024



Eugenie Mukantagwera
CBM Country Director, Rwanda