	Section: SBC & Education	Content

TERMS OF REFERENCE
SUMMARY

Institutional
Consultancy

Title	Development of the RISE programme inclusion strategy
Level	Institutional consultancy
Purpose	The purpose of this consultancy is to develop a comprehensive, operational and evidence-based RISE Inclusion strategy that provides a clear roadmap for achieving equitable access, participation, retention, completion and transition outcomes for all learners, particularly young women, young mothers, learners with disabilities and refugees. The strategy should translate the commitments outlined in the RISE inclusion and safeguarding standard operating procedure and the youth mobilization and engagement strategy into practical implementation approaches and accountability mechanisms and partner responsibilities.
Location	Kigali, Rwanda
Duration	60 working days
Contracting Modality	Local and International companies or a combination of both.

Background	Resilience in Secondary Education in Rwanda (RISE Rwanda) Programme is a flagship initiative of the Government of Rwanda designed to expand access to secondary education and skills development opportunities for approximately 1.1 million out-of-school youth aged 18-35 years between 2025 and 2035. The programme provides flexible, technology-enabled learning pathways that enable learners to attain secondary education equivalency qualifications and improve their employability and life opportunities. RISE places a strong emphasis on gender equality, inclusion, accessibility and safeguarding, with an ambitious target of achieving 70% female participation across the programme. The programme deliberately focuses on young women, young mothers, learners with disabilities and refugees, to ensure that vulnerable out of school young people, who are often least likely to return to formal education, have equitable opportunities to complete secondary education through flexible alternative pathways and empowered to successfully transition to further education and sustainable livelihoods.

	To strengthen the programme's ability to deliver on these commitments, UNICEF, on behalf of the Ministry of Education and programme partners, seeks to engage a consulting firm to develop a comprehensive RISE Inclusion strategy. The strategy will serve as the overarching framework of guiding partners in mainstreaming gender, disability, refugee inclusion, youth participation, and safeguarding approaches across the full learner journey.

Justification (for internal information, not to be included in the Advert)	This activity requires specialized expertise and dedicated time to ensure its effective design and delivery. Due to competing priorities, the UNICEF team is currently not in a position to undertake this work. In addition, the tight project timeline highlights the need to engage a qualified and well-equipped firm with the capacity to deliver the activity efficiently and to a high standard. Engaging an external firm will also enable the project to benefit from collective knowledge, technical expertise, and valuable local experience
Objectives	The primary objective of this assignment is to support the programme by: • Provide a clear vision and framework for inclusion within the RISE Programme. • Support achievement of the programme targets of ensuring that at least 70% of the participants are female; 5% are refugees and 5% are youth with disabilities. • Promote gender-transformative approaches throughout programme implementation. • Strengthen disability-inclusive programming and accessibility across learning environments, systems and digital platforms. • Ensure meaningful participation of refugees, and youth agency in programme design, implementation, monitoring and learning. • Strengthen safeguarding and protection approaches for vulnerable learners. • Establish a framework for measuring inclusion outcomes, barriers and programme impact.
ethodologic al Approach	The consultant is expected to use participatory, evidence-based and safeguarding-sensitive methods, ensuring that the strategy is informed by the experiences of the learners and stakeholders it is intended to support. • Participatory and co-creation approaches with learners and programme stakeholders. • Gender-transformative analysis and power analysis. • Disability-inclusive and accessible consultation methods. • Human-rights-based and youth-centered approaches. • Safeguarding-sensitive consultations and do-no-harm principles. • Evidence-based context/situation analysis, including desk review, data analysis and validation with stakeholders.
Expected outputs	The consultant will be required to deliver the following: • Develop and submit an inception report based on the approved application proposal, including: • Detailed methodology, workplan, stakeholder engagement plan, timeline and proposed outline for the strategy • Summary of key findings from reviewed documents, policies and programme frameworks. • Overview of the stakeholder consulted key barriers, opportunities and recommendations. • Complete draft strategy for review by UNICEF, MINEDUC and partners. • Facilitation of stakeholder validation workshop and documentation of feedback

	• Final strategy incorporating comments and validation feedback. • Operational roadmap with priorities, timelines, responsibilities and estimated costs. • Executive presentation summarizing the strategy, key findings and recommendations

Location and Duration	The assignment will be based in Kigali with regular trips to the field The assignment is expected to be completed within 60 working days from the date of contract signature.
Qualification requirements	Required Qualification The consulting firm must meet the following minimum requirements: • The Team Lead should have Advanced University Degree in any Social Sciences (Education, Sociology, Psychology; Development Studies etc.) • At least 10 years of relevant professional experience in inclusion, gender equality, disability inclusion, education, youth engagement or social development. • Demonstrated experience developing strategies, frameworks, guidance documents or implementation plans for large-scale programmes. • Strong experience in gender-transformative programming and Young Women-Centered Design approaches. • Proven expertise in disability, inclusion, accessibility and reasonable accommodation. • Experience working with youth and adolescent participation approaches. • Experience working with government institutions and multi-stakeholder programmes. • Experience in Rwanda or similar contexts is highly desirable Team members • The 2-3 members with at least five years' experience in gender transformative programming, disability inclusion, youth engagement and social development programmes. • Demonstrated experience in strategy development, working with youth and various stakeholders, including government institutions • Good facilitation and communication skills
Evaluation process and methods	The evaluation of proposals will follow UNICEF procedures. 70% of the scores will be allocated to the technical proposal and 30% to the financial proposal. Bidders must score a minimum of 49/70 points on the Technical Proposal and meet the Mandatory qualifications listed above to be considered technically compliant and eligible for financial proposals to be opened. The Technical proposal should include but not be limited to the following: a) Request for Proposals for Services Form. b) Presentation of the bidding institution or institutions if a consortium (maximum two institutions will be accepted as part of the consortium), including: • Name of the institution. • Date and country of registration/incorporation. • Location of offices or agents relevant to this proposal. c) Narrative Description of the bidding Institution's experience and capacity in the following areas: • Expertise in research, youth empowerment, Gender equality inclusion and strategy design

- Applying HCD approaches in programming.
- Gender transformative programming.
- Training and working with young people.
- Previous assignments in Rwanda in youth empowerment.

d) Relevant references of the bidding institution (past and ongoing assignments) in the past two years. UNICEF may contact reference people for feedback on services provided by the proposers.
e) Samples or links to samples of previous relevant work listed as reference of the bidder (at least two), on which the proposed key personnel directly and actively contributed or authored.
f) Methodology: It should minimize repeating what is stated in the ToRs.
g) Work Plan, which will include as a minimum requirement the following:

- General work plan based on the one proposed in the ToR,
- Detailed timetable by activity (it must be consistent with the general work plan and the financial Proposal).

h) Consultancy Team:

- Summary presentation of proposed experts.
- CVs of each team member.

The Technical Proposal will be submitted in electronic (PDF) format.
The presence of a conflict of interest of any kind will automatically disqualify prospective candidates from consideration.

The Financial Proposal should include but not be limited to the following:

a) Resource Costs: Daily rate multiplied by number of days of the experts involved in the evaluation including the cost of primary data collection.
b) Conference or Workshop Costs (if any): Indicate nature and breakdown if possible.
c) Travel Costs: All travel costs should be included as a lump sum fixed cost. For all travel costs, UNICEF will pay as per the lump sum fixed costs provided in the proposal. A breakdown of the lump sum travel costs should be provided in the Financial Proposal.
d) Any Other Costs (if any): Indicate nature and breakdown.
e) Recent Financial Audit Reports: Audits should have been carried out in the past two years and be certified by a reputable audit organization.

Bidders are required to estimate travel costs in the Financial Proposal.

The Financial Proposal must be fully separated from the Technical Proposal. Costs will be formulated in US$ and free of all taxes.

Evaluation of technical proposals
The technical proposals will be evaluated as per the below evaluation criteria:

Technical evaluation criteria:

Technical Proposal

No.	Criteria	Max. Points
1.0	Overall response	5
	(i) Overall clarity and completeness of the proposal.	2
	(ii) Overall concord between the RFP requirements and the proposal	3

	2.0	Proposed Approach, Methodology and Workplan	30
		(i) Adequacy of the proposed implementation approach/ methodology	15
		(ii) Structure of the team to be deployed for the assignment	5
		(iii) Workplan	5
		(iv) Monitoring and coordination mechanism	5
	3.0	Organizational Capacity	35
		(i) Organizational expertise and experience in work of similar nature and complexity completed over a minimum of five (3) years	15
		(ii) Qualifications and competence of the key staff	20
		Total	70

Only proposals which receive a minimum of 50 points under the technical evaluation will be considered technically compliant and be eligible for the second phase (financial review).

Financial proposal evaluation (30 points)
Only the financial proposals for bidders which have been technically accepted according to the above criteria will be opened. The Financial proposal will be weighed up based on clarity and appropriateness.
The price should be reduced for each component of the proposed work. The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among those invited firms/institutions which obtain the threshold points in the evaluation of the technical component. All other price proposals will receive points in inverse proportion to the lowest price, e.g.:

Score for price proposal X
Max. Score for price proposal * Price of lowest priced proposal
= ----------
Price of proposal X

The Contract shall be awarded to a bidder obtaining the highest combined technical and financial scores. Proposals not complying with the terms and conditions contained in this ToR, including the provision of all required information, may result in the Proposal being deemed non-responsive and therefore not considered further.

Administrative issues	The contracted institution agrees to maintain the confidentiality of any information from any shared dataset and resulting from data computing and analysis. All documents and data produced and compiled by the contracted institution and consultants shall remain the property of UNICEF and shall be delivered only to the authorized official under this contract. Logistical arrangements, operational and associated costs are to be borne by the institutional firm and therefore are to be fully costed under this proposal. No work shall commence prior to contract approvals by both parties.
Project management	The consultant will report to UNICEF Rwanda in close collaboration with the Ministry of Education, Mastercard Foundation, the RISE Programme inclusion workstream members.

Payment Schedule	• 20% payment upon submission of the comprehensive inception report and Desk review report. • 40% upon submission of the Consultation report and draft RISE Inclusion Strategy. • 40% upon submission of a validated RISE Inclusion Strategy and coasted Implementation plan.