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**Terms of reference for Final Evaluation of Five Years Strategic Plan of DUHAMIC-ADRI (2018-2022) and development of a new one for a period of five years (2023-2027)**

April, 2022

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## 1. BRIEF OVERVIEW OF DUHAMIC-ADRI

### 1.1. Overview of DUHAMIC-ADRI

DUHAMIC-ADRI is a Non-profit making Organization governed by Rwandese Law. It was created in 1979 with the aim of assisting farmers in organizing themselves in their fight against constraints related to rural areas marginalization. Its activities rose from Local and regional to the national level with the holding of its General Constituent Assembly on 20th April 1985 in which DUHAMIC-ADRI was declared an NGO operating all over Rwandese territory. DUHAMIC-ADRI was regally recognized by the Ministerial Order no 943 of 12th July 1985. Its statutes were modified and recognized by Ministerial Order No 025/11 of 21th March 2005. The law regulating the organization of national NGOs, N ° 04/2012 of 17/02/2012, DUHAMI-ADRI is registered as an NGO under the Rwandan Governance Board (RGB).

DUHAMIC-ADRI is a longtime and well-networked actor in the Rwandan Civil Society and NGO scene. DUHAMIC-ADRI has implemented in the 30 years of its existence a number of projects in the field of rural development mostly funded by international donors, particularly in the areas of small scale agriculture, as well as organizational development of user groups and cooperatives. DUHAMIC-ADRI is represented in the key civil society networks and forums as well as in the ministerial sector working groups.

DUHAMIC-ADRI is organized as follow:

**Vision:** « A rural world responsible for its self-socio-economic development ».

**Mission:** « Supporting integrated development through the initiatives of the rural population in their struggle for self-development».

#### **Objectives**

1. Fighting against the marginalization of rural areas;
2. Stimulating the creation and consolidation of associations, cooperatives and farmers' groups;
3. Enhancing the work of farmers' associations by initiating and encouraging the development of organizational structures as autonomous groups, cooperatives and unions;
4. Supporting rural development initiatives in various fields

#### **Strategies**

1. Raise farmers' awareness with regard to rural areas marginalization mechanisms;
2. Support income-generating activities in rural areas;
3. Conduct an intensive animation-awareness and action research for self-promotion of rural populations;
4. Based on identified needs, conduct training, seminars, meetings, exchanges and study tours to build the capacity for reflection and action for rural populations;

Provide project research, negotiation, administration, training, management consultancy services, legal and technical support, as well as research funding.

### **Structure**

- The General Meeting is the highest organ of the organization. It defines the general policy of DUHAMIC-ADRI and determines its policies;
  - The Board of Directors which is elected by the General Meeting has all the powers of administration and management of the Organization not specifically reserved to the General Meeting;
  - The Audit Committee is responsible for controlling the management of the Organization;
  - The Conflict committee to resolve any conflict which can be appear in the Organization;
- The Executive Secretariat through Internal Collaborative Council entrusted with the daily management of the Organization includes the following responsibilities: administration and finance, programs management and monitoring and evaluation of programs and projects coordinators.

### **1.2. Rationale for the Strategic Plan in DUHAMIC-ADRI**

Since the post period after the end of Genocide against Tutsi in 1994 up to 2011, all DUHAMIC-ADRI interventions were guided by a three years' actions plan. Thereafter, from 2012 DUHAMIC-ADRI decided to be guided by a 5-year strategic plan. It is in this regard that in 2013 the first 5-year Strategic Plan (2013-2017) was elaborated, implemented and evaluated and the second was developed for the period of 2018-2022. This Strategic plan is using a programme planning approach that provides a long-term vision that DUHAMIC-ADRI partners could support each according to their mandate. The Five-Year Strategic plan serves as an important reference document for the life of the organisation and helps not only for funds mobilization but also in complementarity with Business Sustainability Plan. The new strategic plan (2023-2027) will help DUHAMIC-ADRI to make clear and long term positioning of its interventions and priority in upcoming five years and this will allow different donors and partners to find the interest to work with DUHAMIC-ADRI in different area of development. As it is in the culture with DUHAMIC-ADRI planning, this ending Strategic plan 2018-2022 must to be evaluated and the findings will inform the development of the new one.

### **1.3. Summary of the ended Strategic plan**

This Strategic Plan taken as a reference document, was developed with high participation of the community served and others key stakeholders. It took into consideration the specialisation of DUHAMIC-ADRI's in different areas where it has a proven professional expertise. It allowed

DUHAMIC-ADRI to ensure the sustainability of its achievements and to avoid any deviation from its mission. The ended Strategic plan was based on 4 following programmes:

- o Livelihoods and economic capacity development
- o Environment protection and conservation
- o Mobilization for social changes
- o DUHAMIC-ADRI capacity building

The table below presents the components and intervention strategies in each programme:

*Table 1 : Programmes, components and intervention strategies of the 2018-2022 strategic plan*

<b>Programme</b>	<b>Components</b>	<b>Strategies</b>
<b><u>Programme 1:</u></b>  <b>Livelihoods and economic capacity development</b>	1.1: Professionalizing agriculture  1.2: Institutional reinforcement of Cooperatives 1.3: Entrepreneurship and employment creation	1.1.1: Intensification of production of value chains with high processing and income potential 1.1.2: Promotion of family farming 1.1.3 : Access to financial services and profitable markets 1.2.1.: Organizational development 1.2.2 : Strengthening external relations  1.3.1: Financial education and linking with MFIs 1.3.2: Economic empowerment of youth 1.3.3 : Economic empowerment of women
<b><u>Programme 2:</u></b>  <b>Environment protection and conservation</b>	2.1 : Protection of sensitive areas to environment degradation  2.2. : Development of innovations in the fight against climate change	2.1.1: Protection against erosion 2.1.2: Viabilisation of sites with environmental constraints  2.2.1: Education on environment and climate change 2.2.2 : Promotion of technologies against climate change
<b><u>Programme 3:</u></b>  <b>Mobilization for social changes</b>	3.1: Management and harmony in households	3.1.1: Promotion of pre-schooling education and schooling of vulnerable youth 3.1.2: Humanitarian assistance to households affected by catasrrophies 3.1.3: Gender promotion and domestic conflicts transformation 3.1.4: Nutrition education 3.1.5: Acces to clean water, hygiene and sanitation 3.1.6 : Education to reproductive health and the fight against HIV/AIDS

<b>Programme</b>	<b>Components</b>	<b>Strategies</b>
	3.2 :Promoting citizen participation in the development and implementation of public policies	3.2.1: Education in civic rights and duties 3.2.2. Promotion of community leadership
<b>Programme 4:</b> <b>DUHAMIC-ADRI</b> <b>capacity building</b>	4.1: Organizational capacity development  4.2: Mobilization of financial resources  4.3 : Strengthening partnership and visibility	4.1.1: Animation to associative life 4.1.2: Human resources development 4.1.3 : Consolidation of mechanisms of administrative, financial and operational management 4.2.1: Consolidation of external mobilization of funds 4.2.2 : Strengthening self-funding 4.3.1: Public relations 4.3.2: Capitalization and dissemination of developed experiences 4.3.3 : Synergy and advocacy

The budget to implement the strategic plan was estimated at an amount of **RWF 6,482,899,965** over 5 years, equivalent to **USD 7,538,256**.

## **2. CONTEXT**

### **2.1. National**

Now Rwanda is guided by the Vision 2050 which has overarching objectives of promoting Economic Growth and Prosperity and High Quality of Life. This vision 2050 has been developed with five pillars: 1) Human Development 2) Competitiveness and Integration 3) Agriculture for Wealth Creation 4) Urbanization and Agglomeration and 5) Accountable and Capable State Institutions. All the implemented projects are contributing to those pillars. Rwanda has the 7 Years Government Programme known as National Strategy for Transformation (NST1) 2017–2024. The implementation instrument for the first four years of Vision 2050 is embedded into the National Strategy for Transformation (NST1) which has three main priorities or pillars: Economic Transformation, Social Transformation and Transformational Governance.

Nowadays the pandemic of COVID-19 is still considering in strategic planning. For that, during the evaluation and development of the five years' strategic plans, the regular adaptations will be made where mass gathering is needed

### **2.2. Partnership**

To maintain and sustain the strong collaboration with different actors and donors, DUHAMIC-ADRI has developed a strong partnership with different stakeholders including Government of Rwanda, line ministries, agencies and entities, International NGOs and Donors,

Local NGOs, Platforms, Technical working groups, Umbrellas, community based volunteers and beneficiaries. Currently DUHAMIC-ADRI's interventions are in 24 Districts but in some districts, the projects may take the end while others start. However, DUHAMIC-ADRI will continue to extend its partnership with different stakeholders and the strategic plan is a tool to interest social, humanitarian and development actors.

### 2.3. Fund mobilization

During implementation DUHAMIC-ADRI intensifies the fund mobilization in three ways. The first one is to strengthen the partnership with existing donors by mutual respect of the contract signed with them for being potential for any new fund they can get; development and submission of different proposals then approaching different funders to develop the joint or own proposals, and lastly in the use of own funds by increasing the profitability of SOSOMA Industries and DTC. Also DUHAMIC-ADRI convened meetings and workshops to share lessons learnt with funding partners, which informed new programmes and facilitated the fundraising efforts in some instances

### 2.4. Target Group

In Development projects, DUHAMIC-ADRI is targeting poor households. However, poor or vulnerable persons grouped in the following categories compose the target group:

- Poor persons economically active structured in groups: cooperatives, savings groups, parent groups
- Unemployed women and youth (boys and girls);
- Young people who have dropped out of school (unemployed youth)
- Low-income households with small land or landless;
- Poorer groups such as orphaned children, widows, and People living with H IV/AIDs;
- Households with children malnourished or exposed to malnutrition;
- Households exposed to disaster or affected;
- -People with living with disability;
- -Smallholder farmers with no access to the financial and market services
- -The community in general for community-based environmental, collective activities or community mobilization in the area of intervention. Also some structure like schools are beneficiaries.

For humanitarian projects, DUHAMIC-ADRI is targeting the most affected persons with focus on women, poor households and household's children headed.

DUHAMIC-ADRI also target to work with community, centralized and Decentralized government structures for improved governance and service delivery to meet the needs of poor and vulnerable persons for different areas of DUHAMIC-ADRI interventions.

In general, the support for these beneficiaries is done through the community structures such as cooperatives, savings and lending groups, ECD centers, case management by home visits, nutrition groups, economic groups, Farmer Field School or households. Despite the supervision of these community structures, the interesting indicator is the number of direct and indirect

beneficiaries to be reached by year per year. Note that the beneficiaries of DUHAMIC-ADRI are different depending on the nature of each project. However, the harmonized tools allow DUHAMIC-ADRI to collect data and report for each group.

## 2.5. Geographical Coverage

DUHAMIC-ADRI is countrywide organization able to implement both socio-economic development, humanitarian and peace building Projects. Currently, DUHAMIC-ADRI has its presence in 24 Districts namely: Rulindo, Gakenke, Musanze, Burera, Gicumbi in Northern Province, Rwamagana, Kayonza, Nyagatare, Bugesera of Eastern Province, Huye, Nyaruguru, Nyamagabe, Ruhango, Gisagara, Nyanza of the Southern Province, Rutsiro, Rusizi, Nyamasheke, Nyabihu and Rubavu of Western Province, Nyarugenge and Kicukiro of the City of Kigali where is located the headquarters of DUHAMIC-ADRI. During the planned consultancy, the methodology will define in which Districts to collect data.

## 2.6. Major donors

DUHAMIC-ADRI is partnering with multiple donors in line with its mission and vision. This partnership has existed for some for a long time, others are very recent, the following are the current donors and past donors of DUHAMIC-ADRI.

### 2.6.1. Current donors with ongoing projects

World Food Program, USAID through International NGOs, OXFAM, Catholic Relief Services/CRS, European Union/EU, Care International, PACT, Trocaire, World Vision, Plan International, IFAD/MINAGRI, Government of Rwanda/LODA, RGB &NCDA.

### 2.6.2. Past donors including ended projects

DUHAMIC-ADRI worked in the past with Management for Health/M4H, Global Funds, Global Communities, SNV, WELTHUNGERHIFE, Vi-Agroforesrty, Novib and Access to Finance Rwanda.

This Strategic plan must comply with the domains of interventions for all above current and past donors and other potential donors with the projects and programmes aligned with DUHAMIC-ADRI mission, plans and priorities in upcoming five years (2023-2027).

## 3. PURPOSE AND SCOPE OF THE ASSIGNMENT

The purpose of this terms of reference is to hire a consultant who can be individual or firm/company to evaluate the ended Strategic plan and facilitate the development of a new one. The language for this consultancy is English. However, the consultant will design the data collection tools considering the person to meet. The specific scope of work is the following:

### 3.1. Evaluation of five years Strategic Plan (2018-2022)

- Conduct a desk review of all projects documents implemented in the period of the implementation of the Strategic Plan and the annual actions plans;
- Summarized the relationship between those planning documents and the Strategic Plan;
- Pass through all annual reports produced in the period of the implementation of the Strategic Plan;
- Evaluate the level of achievements of the Strategic Plan objectives;
- Formulate the recommendation for future interventions;
- Presentation the findings to DUHAMIC-ADRI team and relevant partners and stakeholders;
- Integration of the feedback content;
- Submission of the evaluation final report.

### 3.2. Development of five years Strategic Plan (2023-2027)

- Go through all current implemented projects and the action plans from 2018;
- Analyse the vision, mission, objectives and strategies of DUHAMIC-ADRI;
- Organise data collection both for primary and secondary data;
- Development of Draft Strategic Plan;
- Presentation the Draft Strategic Plan to DUHAMIC-ADRI team and relevant partners and stakeholders;
- Improvement of the Strategic Plan according to the feedback received;
- Submission of two documents of detailed Five Years Strategic Plan, Monitoring and Evaluation guide with planning and reporting tools and key indicators and their definition.

### 3.3. Main expected outcomes

The main expected outcomes are as the following:

1. The evaluation of 2018-2022 Strategic plan done and its findings are used to inform the key priorities to be picked up and considered in the new five-year strategic plan;
2. Data collection and both desk review and informative research carried out to have the broad picture of the contribution of ending strategic plan on community lives of vulnerable populations in rural areas;

3. The new Strategic plan 2023-2027 is developed in consideration of current and past donor's requirements of funding.
4. DUHAMIC-ADRI's interventions are helpful to improve living conditions of beneficiaries, graduate from poverty and become more resilient and economically empowered to break the cycle of poverty;
5. DUHAMIC-ADRI is equipped with a quality strategic plan and qualified personnel;
6. The well-structured organizational framework and strong monitoring and evaluation system are set in place to effectively implement the developed and approved five-year strategic plan (2023-2027).

#### **4. METHODOLOGY**

To carry out this assignment, a participatory approach is recommended. The consultant will propose a strong methodology but based on the following points:

- Review of the DUHAMIC-ADRI projects documents and others documents;
- Interview with key informants including the representatives of beneficiaries, Donors, DUHAMIC-ADRI Staff, CSO-Platforms, national and local authorities.
- FGDs with farmers
- Data collection, analysis and interpretations
- Validation workshop

The Consultant will be responsible for the recruitment, training and supervision of the data enumerators and will cover all related costs. DUHAMIC-ADRI will cover logistics for Field Data Collection. The Consultant shall be solely liable for any unlawful actions (negligence) committed by the data enumerators. For that, the selected consultant will be requested to sign a code of conduct related to data protection and safeguarding.

#### **5. EXPECTED OUTPUT/DELIVERABLES**

The Consultant shall submit the following documents:

##### **5.1. Inception report:**

After signing of the contractual agreement, the consultant will provide an inception report with clear methodology, team to use, key elements of the work, detailed work plan, data collection tools and specification of the instruments prepared, requirements from DUHAMIC-ADRI,

## 5.2. Draft evaluation report, Strategic Plan and M&E guide:

Upon data collection, analysis and interpretation of quantitative and qualitative data, consultant will submit the said three documents as follow

1. For the draft evaluation report not more than twenty (20) calendar days after signing of the consultancy agreement.
2. The draft of new strategic plan and its M&E will be submitted to DUHAMIC-ADRI and key stakeholders for feedback twenty day (20) after validation of evaluation report. Relevant comments and suggestions will have generated during a workshop organised for this purpose.

## 5.3. The comprehensive final evaluation report and Strategic Plan:

After integration of the comments, the documents will be approved by Boards and General Assembly into two separate workshop. The final documents shall be submitted (hard copy & electronic copies) not later than 5 days after the last review. For that, the final evaluation report expected to be submitted by end of June and the Final documents of strategic plan by end of July.

## 5.4. Summarized strategic Plan:

A summarized Strategic plan with at least 20 pages will be produced in purpose of dissemination in different ways: website, distribution among key stakeholders.

## 6. FORMATS

Below is the suggested format for the evaluation report:

Table of Content

List of Abbreviations

Executive Summary of findings

Introduction

Methodology and limitation

Findings, Analysis and Interpretation capturing:

Conclusions and Recommendations for each exercise

Annexes-not limited to:

TOR

List of people consulted and their identifications (including age and sex)

List of documents consulted

Raw data

Consent forms signed by Interviewee

For the Strategic Plan, the outline will be determined after a consensus with DUHAMIC-ADRI on the proposal given by the consultant.

## **7. REQUIRED EXPERTISE**

The consultant/consultancy firm or individuals will have:

A multidisciplinary team with relevant academic qualification of team leader in one or more of the following areas: Development and social sciences, Humanitarian and others related areas.

At least five years' experience in projects monitoring and evaluation of development programs, strategic plan and projects;

Proven experience in strategic planning processes with respected organisations

Experience in conducting qualitative surveys and data analysis for development projects;

Experience in Excellent analytical and plans, programs and projects writing skills;

Adequate understanding the context of vulnerability in Rwanda;

Fluent in English (spoken and written) and working capacities in Kinyarwanda;

Solid experience in participatory workshop facilitation;

Mastery of CSOs activities in Rwanda;

Excellent skill in report writing and data interpretation;

Proven experience in cross cutting issues such as gender, environment, HIV, disabilities and human rights analysis.

Prior experience in working with international organizations and UN agencies is an added value

## **8. TIMEFRAME**

The Evaluation and Development of the five years' strategic plan are expected to be carried out respectively in June and July 2022 For that, the validation workshops are separated; for evaluation report, the workshop is planned in June and in July for the strategic plan. The consultant is encouraged to collect enough data which some of them can be used in both documents.

## **9. SUBMISSION OF PROPOSALS**

All interested and qualified bidders individually or firms/company should submit both technical and financial proposals to the Executive Secretary of DUHAMIC-ADRI at Kicukiro Headquarters office, during working days before May 20<sup>th</sup> 2022 at 9:00 AM

## **10. HOW TO APPLY**

Interested Consultants or consultancy firms are expected to submit a detailed proposal with the following:

### 10.1. Administration documents

Each bidder shall submit the following documents:

- Copy of Company Registration certificate (Not applicable for individual consultant)
- VAT Registration
- RRA and RRSB valid clearance certificates

### 10.2. Technical proposal to include:

- Application Letter addressed to DUHAMIC-ADRI's Executive secretary;
- A one-page Consultant's understanding of the TOR;
- Maximum of three pages of the proposed methodology, key pillars and expected outputs;
- A detailed activities schedule/work plan for both the Evaluation and Strategic plan (including a Gantt Chart)
- A profile of the consulting firm or Consultants and her/his key team members including the full names, physical addresses and telephone numbers. For Companies, they must provide a contact person; date of registration, registration number, copy of registration certificate, names of directors
- Copy of CVs of the key team members proposed for this consultancy
- Three references of similar work done.
- Other documents deemed important

### 10.3. Financial proposal (all taxes inclusive) detailing:

- Itemized consultant's fees;
- Itemized field data collection expenses;
- Itemized administration expenses;
- Validity period of quotation;
- Expected payment plan and method;
- Proof of using the EBM;
- Tax status of the Consultant/Consultancy Firm in Rwanda

## 11. ETHICAL REQUIREMENTS

In addition to informing the strategic plan's evaluation and facilitation of the development of the new one, during the process of data analysis the consultant will respect all clauses of code of conduct signed and other any ethical requirements. The Consultant will be responsible for wrong managing of information given during the interviews with key informants and FGDs.

## 12. DEADLINE FOR APPLICATION

The deadline for application is scheduled on **May 20, 2022** at 9am. Applications must be submitted in 2 hard copies (One original and one copy) and should be delivered to DUHAMIC-ADRI, Kigali Office, P.O

Box 1080 Kigali, Kicukiro District, Niboye Sector in Kigali City. The public opening session is planned at the same day at 9:30 am in DUHAMIC-ADRI conference room.

Technical and financial bids must be sealed and placed in a sealed envelope clearly marked:  
**“Final Evaluation of DUHAMIC-ADRI Strategic Plan (2018-2022) and development of a new one for a period from 2023 to 2027“**

For further details, please contact DUHAMIC-ADRI at +250 788305329; 0788300424 or 0788304817. Only successful bidders will be notified and DUHAMIC-ADRI reserves the right to reject any of the bids with the cost beyond the limits of available resources.

Done at Kigali, on May 4<sup>th</sup> 2022

BENINEZA Innocent  
Executive secretary