

Terms of reference (ToRs) for the procurement of services below the EU threshold

Endline Project Evaluation “Sustainable Development of the Mining Sector in Rwanda”

**Project number/
cost centre:**

G-012144-006

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List of abbreviations

3TG	Tin, Tungsten, Tantalum and Gold
ASM	Artisanal and Small-Scale Mining
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (German Federal Ministry for Economic Cooperation and Development)
DGIS	Directorate General for International Cooperation at the Ministry of Foreign Affairs of the Netherlands
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
ICGLR	International Conference on the Great Lakes Region
RCM	Regional Certification Mechanism
RINR	Regional Initiative Against the Illegal Exploitation of Natural Resources
ToR	Terms of reference

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federally owned international cooperation enterprise for sustainable development with worldwide operations. The GIZ Office in Kigali covers GIZ's portfolio in Rwanda and Burundi. GIZ Rwanda/Burundi implements projects on behalf of the German Federal Ministry for Economic Cooperation and Development, the European Union and other commissioning authorities in the following priority areas: Sustainable Economic Development; Good Governance; Climate, Energy and Sustainable Urban Development; Digitalization and Digital Economy; and regional projects in the Great Lakes Region.

2. Background

The mining sector in Rwanda is largely characterized by small-scale mining operations with drawbacks related to low usage of modern technology in terms of mining and mineral beneficiation, low productivity and low standards for occupational health, safety and environment. However, the sector is among the ones with important positive economic impact. This is demonstrated by the substantial role of minerals in the country's global exports as well as for job creation in rural areas, which in turn spurs economic growth and hence contributes to government revenues.

In recent years, the Government of Rwanda has taken important steps towards the improvement of geological knowledge and the professionalization of the sector. Since

December 2022, the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) have commissioned German Technical Cooperation GIZ to work tackle these challenges together with the Rwanda Mines, Petroleum and Gas Board (RMB). A new project titled “Sustainable Development of the Mining Sector in Rwanda” was launched until 31 October 2026. The project covers four outputs: (1) enhancing compliance with responsible mineral sourcing standards; (2) support digitalization/operationalization of mining sector services; (3) strengthen provision of technical vocational education and training (TVET) skills and training on mining; and (4) improve application of international social and environmental protection standards.

It is against this background that GIZ is tendering the service of a project endline evaluation. As the project is coming to an end, the evaluation shall assess whether objectives have been achieved, which impact the activities have had on different stakeholder groups, how sustainable the interventions were, and which next steps could be suggested for follow-up measures to promote the sustainable development of the mining sector in Rwanda.

3. Tasks to be performed by the contractor

3.1 Specific objectives

Overall evaluation objective

- Assess the project’s performance against the six OECD DAC criteria (relevance, coherence, effectiveness, efficiency, impact, sustainability) and derive evidence-based conclusions and recommendations for future programming and portfolio steering.

Specific objectives by DAC criterion

- **Relevance:** Determine whether project objectives and design were aligned with target group needs, partner country priorities, and client requirements.
- **Coherence:** Assess the fit with other interventions (country/sector/institution) and compliance with international norms/standards; identify synergies and overlaps.
- **Effectiveness:** Measure the extent to which planned outputs and outcomes were achieved and analyse causal links from outputs to outcomes (contribution analysis).
- **Efficiency:** Analyse the appropriateness of resource use relative to outputs/outcomes, including follow-the-money cost allocation and discussion of alternative approaches.
- **Impact:** Assess the project’s plausible contribution to higher-level development goals and intended/unintended effects (positive/negative), using contribution analysis from outcomes to impacts.
- **Sustainability:** Examine the likelihood that benefits are lasting or institutionalized within partner systems and estimate the expected duration of positive effects post-support.

3.2 Tasks, deliverables and timelines

Using the OECD evaluation criteria, and based on the project logical framework, the consultant herein also referred to as the “Project Lead Expert” will undertake the following tasks and deliverables:

Task	Deliverable	Timeline
Present the inception report that includes the methodology to be followed to conduct the survey efficiently, data collection tools, sampling strategy etc	Inception report with a work plan	1 week after signing the contract
Review the project documents including but not limited to the project document, the baseline study report, annual reports and other activity reports.	Draft report on the implementation of the project indicators	1 month after signing the contract
Prepare questionnaires /interview questions to be used in the endline survey and the mode of surveying (physical/online)	Tailor-made questionnaires	1 month after signing the contract
Identify the target group to which the prepared survey questionnaires should be submitted	List of stakeholders to be interviewed or surveyed through questionnaires	1 month after signing the contract
Collaborate with the key stakeholders to conduct for a smooth functioning of survey	-	-
Present the draft report	Draft report	2 months after signing the contract
Organize the report validation meeting	Validation meeting report	2 weeks after presenting the draft report
Submit the final endline survey report	Final report	2 weeks after the validation meeting

Contract period: August 2026 – 31 October 2026

4. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 3 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following

this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 3 Tasks to be performed) (1.1.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 3 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 3 (Tasks to be performed) (1.4.2).

The bidder is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project and the partner institutions. In particular, the project management requirements specified in Chapter 3 (Tasks to be performed by the contractor) must be explained in detail.

The bidder is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the bid; the plan includes information on assignment dates (duration and expert months) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The bidder is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the bid in accordance with Section 3.3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the bidder and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

5. Qualifications of the Contractor

The bidder is required to provide personnel who are suited to filling the positions described, based on their CVs, the range of tasks involved and the required qualifications. In addition, the bidder should provide at least two testimonials of a related assignment in the past. The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader:

- Coordination of the whole endline survey exercise, including data collection, quality checks, adherence to the requirements of the assignment, adherence to timelines

- Compilation of the final evaluation report
- General technical backstopping and personnel management
- Regular coordination with GIZ as per a schedule and modalities to be agreed at the onset of the consultancy

Qualifications of the team leader

- Education/training (2.1.1): university degree in monitoring and evaluation, economics, statistics, project management or a related field
- Language (2.1.2): C1-level knowledge of English
- General professional experience (2.1.3): 7 years of professional experience in international cooperation
- Specific professional experience (2.1.4): 5 years of experience in conducting qualitative and quantitative research, including questionnaire design, sampling procedures, data cleaning, analysis, and presentation.
- Leadership/management experience (2.1.5): 3 years of management/leadership experience as project team leader
- Regional experience (2.1.6): 3 years of experience in projects in Africa
- Development Cooperation (DC) experience (2.1.7): 3 years of experience in DC projects

Expert 1

Tasks of the expert:

- Development of the necessary tools for qualitative and quantitative data collection in accordance with the requirements of the project
- Identification of relevant data sources and interviewees, outreach to sources in close coordination with GIZ
- Data collection, analysis and adequate presentation
- Derivation of content for the final report in close cooperation with the team lead

Qualifications:

- Education/training (2.2.1): University degree in economics, statistics, project management or a related field
- Language (2.2.2): C1-level knowledge of English
- General professional experience (2.2.3): 7 years of professional experience in international cooperation
- Specific professional experience (2.2.4): 7 years of experience in conducting qualitative and quantitative research, including questionnaire design, sampling procedures, data cleaning, analysis, and presentation.
- Regional experience (2.2.6): 3 years of experience in projects in Africa
- Development Cooperation experience (2.2.7): 2 years of experience of development cooperation project (at least 50% ODA-financed)

6. Costing Requirements

Assignment of personnel and travel expenses

Per-diem and overnight accommodation allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable at <https://www.bundesfinanzministerium.de>).

Accommodation costs which exceed this up to a reasonable amount and the cost of flights and other main forms of transport can be reimbursed upon the consent given by GIZ and against evidence.

All business travel must be agreed in advance by the officer responsible for the project.

Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO₂ emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of Inputs:

Fee days	Number of experts	Number of days per expert	Daily Fee	Total Amount
Team Leader	1	15		
Key Expert 1	1	30		
Workshops	1		3000	Against evidence
Transport	Quantity	Price EUR	Total EUR	Comments
CO ₂ compensation for air travel <i>Link to working aid and table for determining the budget and Guidance for GIZ service providers on avoiding, reducing and offsetting GHG emissions on setting the budget.</i>	1	140	140	A budget is earmarked for settling carbon offsets against evidence.

Total travel budget	1		6.338	Against evidence (<i>incl. Visa, International return flights, 8 per diems, 8 overnights</i>)
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*Calculate your financial bid exactly in line with the quantitative requirements of the specification of inputs above. There is no contractual right to use up the full days/travel or workshops or budgets. The number of days/travel/workshops and the budgets will be contractually agreed as **maximum amounts**. The regulations on pricing are contained in the price sheet.*

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToRs. The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 6 pages (excluding CVs and other annexes). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs should be submitted in English or French language.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 costing requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Annexes

- i. Description of the Action
- ii. Baseline study report