TERMS OF REFERENCE FOR HIRING A CONSULTANT TO DEVELOP THE RWANDA UTILITIES REGULATORY AUTHORITY (RURA) GENDER MAINSTREAMING STRATEGY AND STAFF CAPACITY BUILDING FOR ITS IMPLEMENTATION

1. BACKGROUND

Power Africa East Africa Energy Program is a four-year USAID funded task order that works to expand affordable and reliable electricity services in East Africa. Power Africa East Africa Energy Program’s goal is to support development priorities, including inclusive economic growth, security, and improved health and education outcomes.

Women in Rwandan Energy (WIRE) activity is funded by the Women’s Global Development and Prosperity (W-GDP) initiative and implemented by the USAID funded Power Africa East Africa Energy Program (EAEP). WIRE is working with the Rwandan Government and the private sector to bring 1,400 women into the fast-growing energy sector.

WIRE’s mandate is to advocate, promote and facilitate increased participation of women and girls across the energy sector in Rwanda through a comprehensive and sustainable sector-wide approach. WIRE’s work aims to empower women to join an energy workforce that allows them to thrive and prosper. This in turn will ensure the development of a more inclusive, sustainable and profitable energy sector that is enabled to meet the Government of Rwanda’s energy targets.

EAEP will support entities to put measures in place, policies and strategies that enhance the gender balance of staff at all levels, through HR best practices for recruitment, hiring, retention and development. The selected entities that support will be a focus for FY2021 include the Rwanda Utilities Regulatory Authority (RURA). The Rwanda Utilities Regulatory Authority (RURA) was created by the Law n° 39/2001 of 13 of September 2001 that was later amended by the Law Nº 09/2013 of March 2013 with the mission to regulate public Utilities to ensure fair competition, promoting and protecting consumers’ interests and rights in regulated sectors that includes the ICT, Energy, Transport, Water and Sanitation.

In line with the Government of Rwanda’s commitment to promote gender equality and the RURA vision to be a leading global regulator of public utilities, the Authority is committed to promote gender equality and accountability in and outside the workplace environment, and integrate gender aspects in its core mandates of regulating the public utilities.

It is in this regard that RURA supported by Power Africa, The East African energy Program would like to develop a Gender Mainstreaming Strategy that will guide the Regulatory Authority in promoting gender equality in all its functions. For its implementation, the authority needs sound capacity to drive the strategy and ensure that gender accountability is supported and sustained by in house of knowledgeable expertise in promoting gender equality in all its functions.
2. **OBJECTIVE**

The objective of this assignment is to develop a RURA’s Gender Mainstreaming Strategy that support RURA to put measures in place that enhance the gender balance of RURA and utilities staff at all levels (RURA and utility actors), through HR gender best practices for recruitment, hiring, retention, development and support the staff capacity building for effective implementation of the strategy.

**SPECIFIC OBJECTIVES**

- To review and analyze the current state of affairs vis-à-vis equitable gender promotion in RURA. This should result in a good overview of the main barriers and gaps to gender mainstreaming in the utility sector.
- To develop gender mainstreaming strategy for RURA that will include measures to overcome the barriers and gaps that have been identified in the gender assessment/situation analysis phase of this assignment. The strategy will be concise, have clear objectives and strategic areas of intervention, which will be used as an overall framework and will be implemented by RURA.
- To provide coaching services aimed at improving gender policies and practices, using USAID’s Engendering Utilities HR best practices.
- To develop an implementation plan that will put the gender mainstreaming strategy into practice. The implementation plan will include the main activities and strategic actions, the implementing actors, the time schedule, key indicators against which progress can be measured, and a budget.
- Facilitate strategy and capacity building materials validation workshops of RURA management, experts and stakeholders.
- To identify gender capacity gaps in RURA and work with the HR officers/departments to develop or revise existing gender-training manuals and facilitate internal training workshops for staff.
- To establish measures to fight against sexual abuse and harassment in the workplace;

3. **SCOPE OF WORK**

**Activity 1: Inception report**

The consultant(s) will have a debriefing meeting with RURA and other key stakeholders to discuss the assignment in detail and achieve a common understanding of the work ahead and the deliverables required. The consultant(s) shall then proceed to develop an inception report within 2 weeks, which will describe the clear and detailed concept, analytical framework, methodology, tools, and execution plan for undertaking this assignment. The report will also include a list of documents, data and information needed to analyze the status of gender mainstreaming in RURA with a focus to energy sector, as well as a list of key stakeholders to be consulted and/or interviewed. RURA shall provide comments on the report. The final inception report would be the guidebook for the assignment onwards after approval by RURA and its stakeholders.

**Activity 2: Gender Rapid Assessment/Situation Analysis**

Following the methodological framework laid down in the inception report, the gender rapid assessment is to give an overview of the current state of affairs within RURA on gender equitable promotion and
mainstreaming for inclusive workforce throughout all the sectors regulated by RURA. It will look at the gender gaps and barriers that exist to achieving RURA mandate by men and women, assess the current expertise levels within the implementing institutions to implement a gender strategy and action plan, and look at past and existing interventions of mainstreaming gender into RURA policies and procedures. More specifically the assessment should include:

- Identifying gender gaps in policies, regulations, processes and procedures, as well as programmes implemented by RURA. These include RURA human resource management, RURA planning and budgeting processes, composition of RURA decision making committees, among others;
- Assessment of existing gender expertise, competence and identify required capacity building/development with the implementing institutions and national ministries
- Assessment of currently ongoing gender mainstreaming efforts and their results within RURA, utilities and service providers, as well as key lessons learnt from past efforts
- Identify barriers for equal participation of men and women in utility sector as employees
- Identify gaps in internal policies, budgets, and practices in achieving equal participation by men and women
- Identify gender barriers that female and male face and needs that they have or need to actively participate and become fully competitive in their work
- Propose recommendations for the way forward and robust framework to address identified gender gaps in all RURA key functions;

**Activity 3: Strategy Development**

Based on the Situation Analysis, develop a practical and concise RURA Gender Mainstreaming strategy. The strategy will serve as the overall framework for implementation by RURA and service providers regulated by RURA. Most of this work is expected to be done at the consultant’s office/with some visit to RURA office in Kigali. Thus, under this activity, the consultant(s) shall:

- Develop a concise strategy that is in line with the outcomes of the gender rapid assessment findings and hence proposes objectives and measures to address the main gaps and barriers to gender mainstreaming in RURA that were identified in clearly identified strategic areas of intervention.
- Develop the institutional framework under which the strategy will be placed, with a clear definition of roles and responsibilities between the various parties involved.
- Manage the strategy validation process in close consultation with RURA stakeholders. The validation process will consist of several rounds of comments: a) presentation of the first draft strategy to key stakeholders for comments; b) developing a second draft strategy based on the comments received from stakeholders, which will be presented for review by a selected group of experts; and c) development and presentation of the final strategy document after integration of comments.
Activity 4: Develop the Monitoring and Implementation Plan

Also based on the rapid assessment, develop a practical concise and clear strategy Monitoring and Implementation Plan that is in line with the strategic areas of intervention identified. The Plan will serve as the guidebook for actions to be taken to achieve the strategy objectives. The RURA Department in charge of each sector and the department of planning will lead the management and monitoring of the Plan, with support from other stakeholders. The Plan will for each of the areas of intervention:

- List the objectives, the actions to be taken, the responsible actors, and the timeframe and deadline.
- Set a baseline and develop key indicators for each of the intervention to be able to monitor progress.
- Provide an estimated break-down budget for the actions to be taken under the Implementation Plan.

The Monitoring and Implementation Plan will be developed alongside the strategy and will be part of the same validation process as the gender mainstreaming strategy. Both documents will be validated by RURA management and technical experts.

Activity 5: Develop Capacity Building Materials and Facilitate Staff Trainings

In line with the rapid assessment, carry a quick capacity assessment gaps, develop training materials and facilitate capacity building workshops of RURA’s team for effective implementation of the strategy. The consultant will among other things requested to:

- Assess the skills gap and level of targeted trainees using the developed tools.
- Categorize the targeted trainees.
- Facilitate discussions with RURA on key areas of training including training roadmap.
- Prepare and submit the training curriculum/materials and trainee manual to EAEP and RURA team for approval.
- Prepare the training schedule, invitations, feedback questionnaires, pre and post-test assessments including reviewing them with EAEP and RURA, incorporate feedback in the final draft to be approval by EAEP.
- Conduct period meetings with WIRE & RURA technical team.
- Prepare 5-day detailed training for 60 RURA staff (to be delivered in 2 cohorts).
- RTI shall have final approval on the scheduling of the trainings and the training curriculum.
- Distribute badges and name tags for the participants.
- Clearly communicate with the trainees to bring a laptop to the workshop.
- Prepare a daily attendance sheet.
- Prepare and ensure that training feedback survey is completed by the participants and submitted to EAEP after the training.
- Submit at least 3 copies each of the final training and evaluation reports to EAEP & RURA in both soft and hard copies as per the schedule.
### 4. EXPECTED DELIVERABLES

<table>
<thead>
<tr>
<th>Name</th>
<th>Description</th>
<th>Dates for delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Inception Report</td>
<td>Development of the inception report with detailed Approach and Methodology for delivering the assignment</td>
<td>Within 5 days of signing the contract</td>
</tr>
<tr>
<td>2. Draft gender rapid assessment report</td>
<td>Clear description of the existing gender interventions, policies, procedures as well as gaps and barriers in RURA and recommendations to overcome them. The assessment will also highlight the current expertise levels within RURA to implement the gender strategy</td>
<td>30 days</td>
</tr>
<tr>
<td>3. Draft gender mainstreaming policy/strategy</td>
<td>The consultant will develop a practical and concise RURA Gender Mainstreaming strategy with clear strategic objectives and actions. The strategy will among others include the institutional framework under which the strategy will be placed, with a clear definition of roles and responsibilities between the various parties involved as well as a Monitoring and Evaluation framework to track the implementation progress of the Strategy</td>
<td>60 days</td>
</tr>
<tr>
<td>4. Draft capacity gaps assessment report and training manual</td>
<td>Clear description of the status of gender capacity gaps in RURA to be formulated after the Consultant visit relevant stakeholders, draft pre- and post-training survey tools, scheduling, and draft training manual</td>
<td>14 days</td>
</tr>
<tr>
<td>5. Training Module</td>
<td>The Consultant will prepare the training module including the power point presentation</td>
<td>14 days</td>
</tr>
<tr>
<td>6. Conducting the training</td>
<td>The Consultant will conduct a training based on the approved schedule</td>
<td>14 days - The training will be offered in two cohorts</td>
</tr>
<tr>
<td>7. Training report and training performance evaluation report</td>
<td>The final report shall contain the training process, the challenges encountered, and future remarks. Will capture participants pre- and post-training skills analyzed and making recommendations for future training will be prepared and submitted to EAEP/RURA team after completing the training</td>
<td>5 days after completing the training</td>
</tr>
</tbody>
</table>
5. QUALIFICATION AND EXPERIENCE

The lead Consultant/Trainer must demonstrate the expertise required to undertake this assignment. He/She must meet the requirements outlined below:

- Master’s degree in Gender and Development studies, Gender and Macroeconomics, or related fields, such as Economics, Sustainable Development, Social Sciences, and any other related fields.
- At least 5 years’ experience in gender and macroeconomics or gender related tasks.
- Having conducted similar assignments in public, private institutions or Non-government organisations.
- Sound knowledge on national, regional and global gender equality frameworks.
- Proven professional experience with track record on gender equality and women empowerment;
- Proven experience in gender auditing and conducting gender assessments;
- Proven experience in training and coaching senior and technical staff of public, private institutions or Non-governmental organisation;
- Possess strong capacity development skills;
- Proven excellent English writing skills;
- Understanding how the Central Bank operates is an added value.

NB: The lead consultant shall submit a list of personnel/team dedicated to this assignment deliverables. Personnel submitted and approved will not be replaced without pre-authorization from EAEP and RURA.

6. SUPERVISION AND REPORTING ARRANGEMENTS

- The consultant will work under daily supervision of RURA.
- RURA will approve the accomplished milestones and related reports which will be shared with EAEP for payment.
- RURA will provide space for work for the consultant if required. Other logistical support will be included in the contract lump sum.

7. DURATION

The assignment is expected to take about 105 days, starting in February 2021 as follows:

- The inception report will take 2 weeks
- Developing the gender mainstreaming strategy and related documents as described in aforementioned sections above will take 2 months (8 weeks)
- Developing capacity buildings materials and facilitating trainings of RURA team will take 1 month (4 weeks)

8. ADDITIONAL INFORMATION

The Consultant must recognize that the participants will be in East African Time Zone. Any live interaction must be done during normal business hours. All deadlines and dates must put into consideration the time zones.
Bidders are reminded to review all the contracting terms and conditions as detailed in the attachments (links) to this RFP such as, but not limited to required insurances, indemnity clauses and Intellectual Properties. RTI’s subcontract terms and conditions can be found here: https://www.rti.org/sites/default/files/msa_template_v1_13_2016.pdf