TERMS OF REFERENCE FOR THE DEVELOPMENT OF NATIONAL LITERACY POLICY STRATEGIC PLAN & IMPLEMENTATION PLAN

Position: Consultant to develop National Literacy Policy Strategic Plan & Implementation

Reporting to: Reporting to Ministry of Education through, DG Education Planning MINEDUC Rwanda; Chief of Party, Mureke Dusome

Commence: June 17, 2019

Contract Duration: Up to October 31st 2019 (Total 30 Working Days)

BACKGROUND

Mureke Dusome is a four-year USAID-funded project which aims to foster partnerships between schools and the broader community to improve children’s literacy outcomes. Implementation is led by Save the Children (SC) with extensive field support from its local partner organization, Umuhuza. The goal of Mureke Dusome is to contribute to the Rwandan Education Sector under the Government of Rwanda’s (GoR) national development priorities, whose strategic plan acknowledges the importance of developing lifelong reading habits and ensuring students develop the foundational skills necessary to support high literacy levels.

Since 2017, Mureke Dusome in conjunction with World Vision Rwanda has been supporting the Ministry of Education (MINEDUC) to formulate a National Literacy Policy (NLP) aimed at improving children’s reading competencies and popularizing the culture of reading in Rwanda more generally. The NLP seeks to enable lifelong, life-wide literacy development for all Rwandans from infancy through adulthood by establishing a long-term national literacy strategy supported by resources across sectors, thus elevating literacy development to a national priority.

The National Literacy Policy reaffirms the literacy-related goals set out in various other sector specific policies, strategies, and plans, and serves as an overarching document for national literacy development that aligns with and supersedes these policies. It addresses a policy gap around the importance of emergent and early literacy development as the foundation for all future learning and clearly articulates the idea of literacy development as a continuum - a right to be accessed by people of all ages, abilities, and means. It expresses the need to purposefully integrate literacy-promotion activities and opportunities into everyday life, acknowledges that this is a cross-sectoral responsibility, and presents a shared vision for future action, led by the Ministry of Education. Finally, the National Literacy Policy strives to streamline multiple efforts toward full literacy actualization by providing greater coordination, policy coherence, and monitoring against policy objectives across multiple sectors and government institutions.

Between July 2017 and December 2018, Mureke Dusome provided significant technical support to MINEDUC to develop the policy. In January 2019, Mureke Dusome presented the fifth draft of the National Literacy Policy to the Director General of Education Planning for review and comment. Following this presentation, the DG Education Planning requested that Mureke Dusome contract a consultant to support MINEDUC to develop the strategic plan as well as the implementation plan and accompanying budget that will facilitate the actualization of the National Literacy Policy. The NLP represents a significant step forward in institutionalizing government commitment to the goal of every child in Rwanda successfully learning to read.
PURPOSE:
The Consultant will support the Ministry of Education in Rwanda develop Nation Literacy strategic plan, implementation plan and accompanying budget for the National Literacy Policy. The strategic and implementation plans will of necessity have to draw on the extensive experience and best practices of Government of Rwanda and development partners working in the field of education generally and literacy in particular. Once finalized, the strategic and implementation plans will form the basis for the approval of the NLP by the cabinet as well as provide direction and clarity in the implementation of the NLP by relevant stakeholders. The Literacy Policy Specialist will work from MINEDUC offices.

TERMS OF REFERENCE
In the context of the background and purpose stated above, the Consultant will:

1. Consult relevant stakeholders in various institutions like (USAID, Save the Children/Mureke Dusome, and World Vision Rwanda) and different Government institutions to clarify consultancy objectives and tasks.
2. Review the draft National Literacy Policy as well as all literacy policy-related documents mentioned in the NLP.
3. Under the supervision of the DG Education Planning at MINEDUC, convene a meeting or meetings of the Policy and Planning officers at MINEDUC to ensure that there is a common understanding and buy-in of the Consultant’s Terms of Reference. This includes developing with MINEDUC officials a timeline and support needed by the Consultant for the development of the strategic plan, implementation plan and accompanying budget.
4. Commence the development of the strategic and implementation plans as well as the accompanying budget consistent with the NLP provisions and in accordance with the templates provided by MINEDUC. Ensure that the planning documents reflect MINEDUC’s commitment to equity, gender and inclusion.
5. First draft of strategic and implementation plans and accompanying budget presented to the Directorate of Education Planning, Mureke Dusome, World Vision Rwanda and USAID (aka the drafters) for review and feedback by July 31st 2019.
6. Work with MINEDUC and officials of related agencies and the drafters (SC/Mureke Dusome, USAID and World Vision) to align all activities proposed in the implementation plan with the appropriate budget and budget source.
7. Based on the feedback of the Directorate of Education Planning, the drafters and other key stakeholders, make revisions to the strategic and implementation plans and produce the second draft of the plans by August 31st, 2019.
8. Facilitate a workshop for Education Sector Working Group (ESWG) and other relevant education stakeholders to present the second draft of the plans and obtain more in-depth feedback on the strategic plan, implementation plan and budget; the workshop to include drafters, by September 30th, 2019.
9. Based on feedback from the workshop, make revisions to the strategic and implementation plans and accompanying budget and submit the third draft to MINEDUC’s Directorate of Education Planning by 15th October, 2019.
10. Support the Directorate of Education Planning to produce the final strategic plan, implementation plan and accompanying budget related to the National Literacy Policy and to present these to MINEDUC’s SMT by October 30th, 2019.
KEY DELIVERABLES

The primary deliverables for this consultancy are:

a) One workshop conducted to obtain feedback from MINEDUC, Education Sector Working Group, drafters and other relevant stakeholders on both the strategic and implementation plans related to the National Literacy Policy;

b) A strategic plan and the related implementation plan in support of the National Literacy Policy produced and presented to the Ministry of Education;

c) A comprehensive budget accompanying both the strategic and implementation plans produced and presented to MINEDUC’s Directorate of Education Planning.

REPORTING

The Consultant will report directly to the Ministry of Education through DG Education Planning at MINEDUC but work very closely with other relevant departments such as the Rwanda Education Board (REB), and the Chief of Party, Mureke Dusome Project.

At various points during the consultancy, the Consultant will be expected to constantly check in with the policy drafters on work being undertaken to ensure quality and timeliness in the delivery of the final product.

Prior to the conclusion of the consultancy, the Consultant will also be expected to make a presentation of the strategic plan, implementation plan and accompanying budget to MINEDUC’s SMT.

Both the plans and budgets will be presented in formats/fonts to be agreed and provided MINEDUC.

SELECTION CRITERIA

Qualifications and experience

The Consultant/Consultancy will meet the following criteria regarding experience and expertise:

i. Postgraduate academic qualifications relevant to the stated Terms of Reference (ideally a Master’s in Education or higher with a focus on literacy policy development);

ii. Advanced knowledge and understanding of the education system/policies in Rwanda;

iii. Have at least 8 years of experience in strategic planning and costing especially in the field of education;

iv. Strong writing and organizational skills;

v. Experience of working with Ministries of Education in Africa, experience working in Rwanda is an added advantage;

vi. An understanding of the political, economic, social and cultural context of Rwanda in particular and Africa in general;

vii. Proven capacity to develop sound working relationships and to work effectively within a professional multi-disciplinary team;

viii. Demonstrated ability to deliver results to specified deadlines and quality standards;
ix. The ideal candidate will be based in Rwanda and work from MINEDUC’s offices in Kigali over a 3-Month period;

x. In the event the selected Consultant is international, he/she will be required to partner with a local consultant.