



# USAID | RWANDA

FROM THE AMERICAN PEOPLE

Solicitation No.: SOL-696-13-000006  
Issuance Date: May 17, 2013  
Question Due Date/Time: May 24, 2013 at 12:00 pm (Kigali Time)  
Closing Date/Time: June 14, 2013 at 12:00 pm (Kigali Time)

**SUBJECT:** Solicitation for US Personal Services Contractor (PSC) for Senior Program/Project Development Advisor

Ladies/Gentlemen:

The United States Government, represented by the US Agency for International Development (USAID), is seeking applications from qualified U.S. Citizens, U.S. Resident Aliens to provide personal services as described in this solicitation. USAID/Rwanda anticipates awarding one contract as a result of this solicitation, subject to availability of funds.

Submissions shall be in accordance with the instructions provided in this solicitation, at the place and time specified.

Interested applicants must submit all the materials required by the solicitation such as (but not limited to):

- (i) A signed U.S. government OF-612 which is available at the USAID website <http://inside.usaid.gov/forms/>,
- (ii) The applicant's detailed CV and a cover letter of application; and
- (iii) Three (3) to five (5) references, who are not family members or relatives, with telephone and email contacts.

Electronic submission is authorized and the most preferred. Electronic application packages are to be submitted by email to: [KIGALIHR@USAID.GOV](mailto:KIGALIHR@USAID.GOV). Please quote the number and position title of this solicitation on the subject line of your email application. Be sure to include the announcement number at the top of each of the additional pages. For those who wish to send hard copies of their application by mail, address package to:

Hadiza Linganwa  
Executive Officer  
USAID/Rwanda  
2657 Avenue de la Gendarmerie  
B.P. 2848  
Kigali, Rwanda

To ensure consideration of applications for the intended position, please reference the solicitation number on your application and as the subject line of cover letter. Highly ranked applications may be selected for interview.

Any questions regarding this solicitation should be submitted in writing to Hadiza Linganwa, Executive Officer via email at [hlinganwa@usaid.gov](mailto:hlinganwa@usaid.gov); no later than May 24, 2013 at 12:00 p.m. (Kigali Time).

Applications must be received no later than June 14, 2013 at 12:00 p.m. (Kigali Time), as stated in the solicitation. Please note that USAID/Rwanda does not accept responsibilities for delays transmission or receipt of application. Applications received after that date and/or time specified will not be considered.

USAID/Rwanda reserves the right to award, or not award a contract as a result of this solicitation. This solicitation does not represent a commitment on behalf of USAID. Additionally, the US Government is not obligated to pay any costs associated with the preparation of an application in response to this solicitation.

Only shortlisted applicants will be contacted; no response will be sent to unsuccessful Applicants.

Sincerely,

Martin Fischer  
Contracting Officer

Attachment: Solicitation No. SOL-696-13-000006

Attachment to Solicitation No. **SOL-696-13-000006**

- 1. SOLICITATION NO.:** SOL-696-13-000006
- 2. ISSUANCE DATE:** May 17, 2013
- 3. QUESTIONS DUE DATE/TIME:** May 24, 2013 at 12:00 p.m. (Kigali Time)
- 4. CLOSING DATE/TIME:** June 14, 2013 at 12:00 p.m. (Kigali Time)
- 5. POSITION TITLE:** Program/Project Development Advisor
- 6. MARKET VALUE:** Position is classified at GS-14 with annual salary range of \$84,697 to \$110,104. The actual salary will be negotiated based on qualifications, work experience and previous salary history of the successful candidate.
- 7. PERIOD OF PERFORMANCE:** One year with an option to renew for up to six months based on continuing need for the position, satisfactory performance, and availability of funds. Level of effort is full time (40 hours per week)
- 8. PLACE OF PERFORMANCE:** Kigali, Rwanda
- 9. SUPERVISION:** Contractor will report to the USAID/Rwanda Program Office Director
- 10. SECURITY ACCESS:** US Citizen – Secret Level
- 11. MEDICAL CLEARANCE:** The apparently successful applicant, and any eligible family members who will accompany the applicant to post, shall be required to obtain a Department of State Medical clearance to live and/or work in Rwanda as a pre-condition for employment and/or residence in Rwanda.
- 12. WHO MAY APPLY:** U.S Citizens

**I. POSITION DESCRIPTION – OVERVIEW:**

Rwanda is a small, landlocked country with the highest population density on the continent of Africa and remains one of the world's poorest countries. However, much has changed in Rwanda since the 1994 genocide that left more than 800,000 people dead. Today, the Government of Rwanda (GoR) is committed to making Rwanda a middle-income country by 2020. *Vision 2020* is the GoR's development roadmap on how to reach this goal.

To help Rwanda address its continuing challenges, USAID supports programs in health, education, economic growth, and democracy and governance. In 2010, Rwanda was

selected as a pilot country for President Obama's Global Health Initiative (GHI). Rwanda's GHI strategy focuses on building the capacity of the health system and supporting Rwanda in improving gender equality. USAID/Rwanda's Best Practices at Scale in the Home, Community and Facilities (BEST) strategy supports GoR priorities in family planning, maternal and child health, and nutrition.

Under the U.S. President's Emergency Plan for AIDS Relief, USAID supports prevention of mother-to-child transmission; voluntary counseling and testing; care and treatment; psycho-social and support services to people living with HIV/AIDS, orphans, and other vulnerable people; and health systems strengthening.

USAID/Rwanda's programs in education support the GoR's Vision 2020 and align with USAID's Education Strategy. In Rwanda, USAID programs support strengthening early literacy and numeracy skills development and a youth training program that assists young people in developing the skills and attitudes necessary to find jobs, create their own employment, and participate constructively in their communities.

Because four out of five Rwandans rely on subsistence agriculture, USAID's economic growth program strives to expand economic opportunities in rural areas by building sustainable market linkages, increasing policy coordination, and improving management of ecosystems and natural resources. Under the U.S. President's Feed the Future initiative, programs support post-harvest handling and storage, provide feeder roads to help farmers get their goods to markets, support dairy sector competitiveness, and help rural agricultural farmers and cooperatives to establish better linkages to markets.

As part of its Global Climate Change strategy, USAID's Health and Economic Growth offices work together to improve the management of water quantity and quality in Rwanda. The program builds the capacity of the GoR to monitor and manage water resources and helps develop water and sanitation services to the public, with a focus on the rural poor.

The GoR has made remarkable progress in developing its national and local governmental institutions that maintain security, promote reconciliation, and strengthen the justice system. However, weaknesses in democracy and governance remain, including a weak civil society, low capacity of the media, limited media freedom, concentration of political power, and a need for increased political space, reconciliation and improved technical capacity of government officials. USAID/Rwanda is increasingly finding ways to directly support the Rwandan government, local civil society organizations, and associations to streamline efforts and support the GoR's priorities.

## II. POSITION DESCRIPTION – SPECIFIC RESPONSIBILITIES

The Senior Program/Project Development Advisor will provide leadership, guidance, and overall direction and support to USAID/Rwanda’s Managing for Results efforts, including monitoring and evaluation (M&E); project design; and organizational learning and adapting. S/he will serve as a mentor and coach to the USAID/Rwanda Program Office and other Mission staff on managing for results, project design, and other related dimensions of the USAID Program Cycle.

Specifically, the Program/Project Development Advisor shall provide:

### 1. MANAGING FOR RESULTS (50%)

- Lead development of USAID/Rwanda’s managing for results agenda, including monitoring, evaluation, reporting, and learning.
- Advise the Mission’s “Managing for Results Team,” ensuring that relevant recommendations emanating from the recent Mission Management Assessment and the “Managing for Results @ USG Rwanda” options paper are effectively implemented.
- Plan, establish, and direct a wide range of organizational interventions (special studies, After Action Reviews, implementing partner and stakeholder meetings, organizational learning surveys, on-line engagements) to advance the Collaborating, Learning, and Adapting component of USAID/Rwanda’s Country Development Cooperation Strategy (CDCS).
- Ensure compliance with Agency and Mission policies and procedures related to M&E.
- Develop and implement improved M&E approaches to track results at Intermediate Results and Presidential Initiative levels, and to supplement common and established key indicators with outcome mapping and other approaches that support continuous review and iterative project course correction or adaptation.
- Advise on, develop, and implement Mission Performance Management Plans for the CDCS.
- Advise and support technical offices and the inter-agency on data quality assessments, project and activity monitoring, site visits, and collecting performance monitoring information.
- Advise on interpreting and incorporating program M&E findings into on-going and future activities.
- Advise on the implementation of the learning aspects of USAID Program Cycle guidance, including program performance management and M&E.
- Conceptualize, coordinate, facilitate, and contribute to Mission Portfolio Reviews.
- Develop project implementation templates and reports that meet the information needs of Mission management and provide information that enables the Mission to more effectively manage for results.
- Lead the preparation of the annual Performance Plan and Report in cooperation with other USG entities at Post.

- In collaboration with the M&E Specialist and other Program Office staff, lead USAID/Rwanda's evaluation efforts, defining areas of study and considering evaluation approaches, managing evaluation plans, reviewing approaches, and co-evaluating study results with others for determining conclusions and organizational implications.
- Drawing on study and evaluation results, as well as implementation experience, ensure that project indicators and targets are grounded in evidence, while also working to expand USAID's and partners' ability to capture and measure types of evidence that typically elude traditional M&E approaches.
- Originate and guide new study designs or techniques that are regarded as major advances that contribute significantly to advance development in Rwanda.
- Advise on and/or develop Statements of Work for evaluations and assessments in accordance with USAID policy, and in consultation with technical offices.
- Advance USAID knowledge management and learning opportunities to ensure rapid, effective sharing and application of learning in areas of keen interest across the portfolio (e.g., local capacity development, Government-to-Government assistance, increasing women's influence in households, nutrition and agriculture, private sector-led approaches to social services and development, and public-private partnerships).
- Develop guidance, processes, and practices to support USAID staff in engaging with implementing partners, civil society, academic and research institutions, other donor agencies, and the GoR collaboratively as "knowledge peers."
- Foster relations with the National University of Rwanda and other Rwandan institutions to have them assist on and periodically participate in special studies or other "Big Picture" or reflective exercises.
- Establish professional relationships with key, in-country development "savants" who can serve as organizational learning advisors to USAID/Rwanda in the design or iterative adaptation of programs, projects, and activities.

## 2. PROJECT DESIGN (30%)

- Exercise intellectual leadership, operational support, and coordination to align USAID projects with development objectives, achieve synergies across sectors, and ensure effective implementation.
- As the Mission's project design expert, advise senior managers and technical offices on the full range of project design principles and procedures, ensuring adherence to the Agency's Project Design Guidance and the Mission Order on Project Design.
- Foster Mission-wide collaboration on project design, ensuring that "lenses" and "pillars" in the CDCS are integrated into all project designs.
- Serve as the resident expert on USAID and Mission-specific processes and requirements for design and formal approval of all new and amended projects and activities.

- Serve as core member of Project Design Teams and lead Project Design Teams that are multi-disciplinary or crosscutting, involving multiple teams and offices.
- Guide Project Design Teams in the preparation of Project Appraisal Documents (PADs), advising on key components of the PAD such as the development hypothesis; program/project description; development of objectives, indicators and targets; performance management plans and project monitoring; evaluation planning; development of project budgets and obligation plans; procurement and implementation planning; and USG and USAID legal/policy/regulatory requirements.
- Facilitate the development and refinement of Logical Frameworks for PADs.
- Assist Project Design Teams in drafting waivers, activity checklists, pre-obligation checklists, and other required pre-obligation documents.
- Identify and compile data or analyses needed for the design effort.
- Organize and facilitate project reviews and develop issues papers for review meetings.
- Review PAD amendment packages, as well as amendments to Activity Approval Documents.
- Prepare Action/Approval memoranda and project authorizations.
- Coordinate responses to U.S. Embassy and USAID/Washington requests for project information.
- Review or coordinate reviews of proposals for new projects or activities, including unsolicited proposals and applications.
- Convene and lead meetings as needed to address project or activity issues.
- In close collaboration with the Office of Acquisition and Assistance, advise and assist technical staff in procurement and obligation planning so that obligation of funds is made in a timely manner.
- Provide leadership to transition the Mission's current "activity" orientation to more holistic program management; more peer- and cross-learning; and other contemporary, effective learning techniques and opportunities.
- Work closely with Program Office colleagues and technical offices to articulate development hypotheses and develop plans for testing those hypotheses.
- Develop "influence plans" as part of project design to leverage the resources and actions of other development actors.
- Develop language for funding agreements that emphasizes collaborating, learning, and adapting.
- Based on implementation results, new learning, and stakeholder feedback, guide Program Office and technical offices on iterative project design or implementation corrections, including the preparation of necessary project documentation, and ensure the ongoing and evolving alignment of the portfolio with the CDCS or emerging policy imperatives.
- Guide the Program Office and technical offices on research design and methodologies, applied research studies, impact assessments, knowledge capture and sharing, and the application of learning to program and project design and management.

### 3. STAFF DEVELOPMENT AND MENTORING (20%)

- Mentor and coach the Program Office's Foreign Service National M&E Specialist on all dimensions of "managing for results."
- Advise, mentor, and coach members of the Mission's Managing for Results Working Group.
- Advise Program Office staff and technical offices – including Contracting Officer's Representatives and Agreement Officer's Representatives - on all aspects of project design; managing for results; and collaboration, adaptation, and learning.
- Mentor and support Program Office staff on "backstopping" and customer services responsibilities to technical offices.
- Design and deliver in-house "brown bag" seminars and training sessions on topics related to project design; managing for results; collaboration, adaptation, and learning; and other aspects of the USAID Program Cycle.

### III. Qualification, Experience and Evaluation Criteria

The position requires an experienced Program/Project Development Officer with extensive experience in the design, implementation, monitoring, and reporting on foreign assistance programs in a developing country setting. Specifically, candidates will be evaluated and ranked based on the following Evaluation Factors:

#### a) Education (10 points)

- Advanced graduate work beyond a Master's Degree in organizational learning; public policy or administration; business administration; management; international relations; development administration; knowledge management; political science; economics; agriculture or agricultural economics; public health; education; social studies; social research; African Studies; or other fields closely related to international development is desirable.
- In addition to the minimum required education qualifications, professional training in one or more of the following areas:
  - M&E
  - Evaluation
  - Program/project design
  - Project management (focused on international development projects)
  - Leadership, teambuilding
  - Facilitation, training of trainers
  - Website development, social media
  - Knowledge Management
  - USAID policies and procedures

#### 4. Work Experience (30 points)

- More than ten years of progressively responsible, professional-level experience in program/project development, M&E, and implementation in a developing country context.



- Experience leading large project designs in a developing country context.
- Experience in application of statistical methods and conducting field research in a developing country context.
- Experience guiding impact and performance evaluations.
- Experience in developing and leading knowledge management programs, facilitating communities of practice, and social networking.
- Experience with a wide range of development issues, such as program evaluation, gender constraints to development, agriculture, economic growth, environment, democracy and governance, health, nutrition, and education.
- Experience leading or overseeing the work of large teams of individuals with diverse skills and interests.
- Demonstrated success in mentoring and/or coaching staff in project development, project implementation, and M&E.
- Experience working for the USG or another international development organization or non-governmental organization in an overseas context, preferably in Africa.

**5. Technical Knowledge, Skills, and Abilities (30 points)**

- Thorough knowledge of development principles.
- Expert knowledge of the project development process and principles of good project design.
- Expert knowledge of program performance monitoring and reporting; procurement policies and procedures; strategic planning; and evaluation of programs/projects/activities.
- Knowledge of USG laws, policies, regulations, and procedures related to international development assistance.
- Knowledge of the objectives and operations of the USG, or program activities of other international donor or non-governmental organizations, in Africa is highly desirable.
- Thorough understanding of USAID Forward and other foreign assistance reforms that directly affect project design, performance management, and evaluation policy.
- Demonstrated ability to lead strategic and program planning; project and activity design; and monitoring, evaluation, and reporting.
- Demonstrated ability to educate others about strategic and program planning; project and activity design; and monitoring, evaluation, and reporting.
- Ability to accurately analyze and summarize performance data in the fields of health, economic growth, agriculture, global climate change, democracy and governance, and education.
- Working knowledge of the economic and social development context in Rwanda or the East Africa region.

**6. Other Knowledge, Skills, and Abilities (30 points)**

- Excellent written communication skills, with the ability to write clearly, quickly, and succinctly.
- Proven training, facilitation, mentoring, and coaching skills.
- Strong interpersonal skills, with a demonstrated ability to collaborate and work diplomatically and effectively in a multi-cultural team environment, and with a wide variety of stakeholders.
- Strong oral communication skills, including a demonstrated ability to make effective presentations.
- Conversation and presentation skills that can influence decision makers and foster organizational change.
- Demonstrated ability to produce professional-quality analytical pieces.
- Ability to exercise significant, independent professional judgment with minimal supervision and guidance.
- Ability to prioritize work and accomplish tasks in a fast-paced, complex organizational environment.
- Ability to interpret, organize, and present data to a variety of audiences.
- Computer skills, including the development and management of spreadsheets and tracking systems, proficiency in PowerPoint, and the ability to develop and manage website content.

**NOTICE TO APPLICANTS:** USAID reserves the right to conduct in-person or telephonic interviews with the highly ranked applicants and/or obtain from previous employers relevant information concerning the applicants' past performance to inform a final decision.

**START DATE:** As soon as all required clearances have been received.

#### **IV. OTHER RELEVANT INFORMATION**

##### **A. Benefits and Allowances**

As a matter of policy, and as appropriate, a USPSC is normally authorized to receive benefits and allowances in accordance with the AIDAR Appendix D. [A contractor meeting the definition a U.S. Resident Hire PSC, shall be subject to U.S. Federal Income Tax, but shall not be eligible for any fringe benefits (except contributions for FICA, health insurance, and life insurance), including differentials and allowances].

##### **1) BENEFITS**

- Employee's FICA Contribution
- Contribution toward Health & Life Insurance
- Pay Comparability Adjustment
- Annual Increase
- Eligibility for Worker's Compensation
- Annual and Sick Leave
- Medevac Insurance
- Access to Embassy medical facilities, commissary and pouch mail service
- Cost of Travel to/from Post
- Shipment of Unaccompanied Baggage
- Shipment and Storage of Household Effects
- Shipment of POV (Privately Owned Vehicle)

**2) ALLOWANCES** (if applicable, as found in the Standardize Regulations (DSSR)- sections cited below):

- Temporary Lodging Allowance (Section 120)
- Living Quarters Allowance (Section 130)
- Post Allowance (Section 220)
- Supplemental Post Allowance (Section 230)
- Separate Maintenance Allowance (Section 260)
- Educational Allowance (Section 270)
- Educational Travel (Section 280)
- Post Differential (Chapter 500)
- Payments during Evacuation/Authorized Departure (Section 600) and
- Danger Pay (Section 650)

### **B. Compensation**

This position is classified at GS-14 scale. The actual salary of the successful candidate will be negotiated within that pay range depending on qualifications, work experience and previous earning history.

### **C. Applicable Policy Directives and Regulations Pertaining to PSCs**

- (1) Acquisition and Assistant Policy Directives (AAPDs) or Contract Information Bulletins (CIBs) contain changes to USAID policy and General Provisions in USAID regulations and contracts. Those documents can be found at this websites:  
[http://transition.usaid.gov/business/business\\_opportunities/cib/subject.html#psc](http://transition.usaid.gov/business/business_opportunities/cib/subject.html#psc)
- (2) USAID Acquisition Regulation (AIDAR) applicable to award and administration of USPSC and TCNPSC resident hires is contained in AIDAR Appendix D and can be found at: <http://www.usaid.gov/policy/ads/300/aidar.pdf>. The link comprises of prescribed Contract Schedule, General Provisions as appropriate, as well as the FAR Clauses to be incorporated in full text and by reference.
- (3) Standard of Ethical Conduct for Employees of the Executive Branch can be accessed at: [http://www.gpo.gov/fdsys/pkg/CFR-2007-title5-vol3/pdf/CFR-2007-title5-vol3-part\\_2635.pdf](http://www.gpo.gov/fdsys/pkg/CFR-2007-title5-vol3/pdf/CFR-2007-title5-vol3-part_2635.pdf) or <http://www.oge.gov/Laws-and-Regulations/Employee-Standards-of-Conduct/Employee-Standard-of-Conduct/>

### **D. List of Required Forms for PSCs**

Forms outlined below can found at

[http://www.usaid.gov/business/business\\_opportunities/psc\\_solicitations.html](http://www.usaid.gov/business/business_opportunities/psc_solicitations.html)

- Optional Form 612.

Upon advice by the Contracting Officer that the applicant is the successful candidate:

- Contractor Employee Biographical Data Sheet (AID 1420-17)
- Contractor Physical Examination (AID Form 1420-62)
- Questionnaire for Sensitive Positions (for National Security) (SF-86),
- Finger Print Card (FD-258). \*\* (Available from the law enforcement offices or in USAID/Washington)

### **E. Instructions to Applicants**

1. Interested applicants are requested to submit the following information:
  - a) A recent CV or resume. The CV/resume must include sufficient relevant information to evaluate the application in accordance with the stated evaluation criteria and must contain the following information:
    - (i) Personal Information: Full name, mailing address (with zip code), email address, day and evening phone numbers, social security number, country of citizenship, highest federal civilian grade held (also give job series and dates held)
    - (ii) Education: High school, name, city and state, date of diploma or GED; colleges and universities, name, city and state, majors, type and year of any degrees received.
    - (iii) Work Experience: provide the following information for your paid and non-paid work experience related to the job for which you are applying (do not send job descriptions); job title (include series and grade if federal job), duties, and accomplishments, employer's name and address, supervisor's name and phone number, starting and ending dates (month and year), hours per week, salary. Indicate if we may contact your current supervisor;
    - (iv) Other Qualifications: other pertinent information related to the qualifications required for the position, as noted above including job-related training courses (title and year), job-related skills; for example, other languages, computer software/hardware, tools, machinery, typing speed, job-related certificates and licenses (current only), job-related honors, awards, and special accomplishments, for example, publications, memberships in professional or honor societies, leadership, activities, public speaking and performance as awards (give dates but do not send documents unless requested.
  - b) Applicants are strongly encouraged to address each of the evaluation criteria above on a separate sheet describing specifically and accurately what experience, training, education, and/or awards they have received that are relevant to the criterion. Failure to address minimum selection and/or quality factors may result in your not receiving credit for all your pertinent experience, education, training, and awards. Broad general statements that are vague or lacking specificity will not be considered as effectively addressing particular selection criteria.
  - c) Applicants are required to provide three (3) to five (5) references with complete contact information including email address and telephone numbers. The Applicant's references must be able to provide substantive information about the applicant's past performance and abilities. USAID/Rwanda reserves the right to obtain from previous employers relevant information concerning the applicant's past performance and may consider such information in its evaluation.
  - d) Written cover letter of not more than one page.
  - e) Form OF-612 must be signed and those submitted unsigned will be rejected.
2. Applications should retain for their record copies of all enclosures that accompany their submissions.
3. The number of this solicitation must be referenced on the application.

4. Any attachments provided via email must be in or compatible with Microsoft Word Version 2020 or Adobe Acrobat Portable Document Format (PDF) and not "Zipped".
5. Highly ranked applicants may be interviewed in person or by phone.

**[END OF SOLICITATION]**