



NATIONAL UNION OF DISABILITY ORGANISATIONS IN RWANDA

Registered at RGB under No 72/2014 | TIN: 102404301

Physical address: KK 37 Avenue, Kagarama, Kicukiro District

Together We Stand

Terms of Reference for Hiring an External Consultancy to Design and Establish NUDOR's Management Information System (MIS)

1. Summary

Organization	National Union of Disability Organizations in Rwanda
Title of the consultancy	Terms of Reference for External Consultancy to Design and Establish NUDOR's Management Information System (MIS)
Category	National level consultant
Location of the consultancy	<ul style="list-style-type: none">• Kigali city: at NUDOR office• Out of Kigali during the technical workshops• Remotely (consultant office)
Duration	2 to 4 months
Starting date	21 st August 2025
Closing date	21 st December 2025

1. Introduction

A. NUDOR BACKGROUND

The National Union of the Disability Organizations in Rwanda (NUDOR) was established as a Union of organizations of persons with disabilities in Rwanda in September 2010 by 8 National organizations of Persons with Disabilities. Currently, NUDOR is composed of fifteen (15) National Organizations of Persons with Disabilities.

Through its interventions, NUDOR aims at achieving its vision and mission, which are respectfully “a society where Persons with Disabilities enjoy equal human rights, opportunities and full participation as other citizens” and “serve as a voice of member organizations to advocate for disability rights, inclusion of all aspects of life and their full and effective engagement in sustainable development programs.”

Our response / strategic objectives: In line to the needs of persons with disabilities and their organizations, as well as the Sustainable Development Goals and the National Strategy for transformation, the following are strategic objectives that will drive our work in the following 5 years to come:

- 👉 **Strategic objective 1:** Advocate for comprehensive inclusive and special Education to ensure equitable access for all children and adults with disabilities in Rwanda.
- 👉 **Strategic objective 2:** Advocate for Accessible, quality, and equitable Health Services for persons with disabilities to promote health equity and well-being for all.

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✉️ info@nudor.org

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- ↳ **Strategic objective 3:** Advocate for increased access to skills development programs, employment opportunities, and appropriate social protection programs for persons with disabilities in Rwanda.
- ↳ **Strategic objective 4:** Advocate for responsive, inclusive, and equitable Laws, policies and practices that address the diverse needs, perspectives, and participation for persons with disabilities.
- ↳ **Strategic objective 5:** Enhance governance structures and foster organizational development initiatives to ensure strategic alignment, operational efficiency, and sustainable growth.

Cross-thematic areas: Following are cross-thematic areas that inspired the development of our theory of change and the overall strategy: *Gender equality; Community based rehabilitation; Advocacy & Diversity.*

As NUDOR continues to grow in scope and complexity delivering programs that range from inclusive education, health, economic empowerment, Research & Advocacy and Capacity Strengthening it faces the pressing need to institutionalize a comprehensive Monitoring and Evaluation (M&E) system. While various programs currently collect activity-level reports and participate in donor-driven evaluations, these efforts are often fragmented, inconsistent, and largely reactive. NUDOR currently lacks a unified organizational Management Information System (MIS) to systematically track progress toward its strategic objectives, consolidate results across thematic areas, and produce real-time data to support learning and adaptive management.

The absence of a harmonized MIS limits NUDOR's ability to tell its impact story effectively, inform program improvements, and demonstrate accountability to stakeholders, including persons with disabilities, government institutions, donors, and the public. Establishing a robust MIS is therefore both a strategic and operational priority for NUDOR's continued relevance, credibility, and effectiveness.

B. ACTIVITY DESCRIPTION

NUDOR has made a tremendous achievement in advocating for the rights of persons with disabilities. This is done using different approaches directed under different programs of Health, Education, Economic Empowerment as well as the crosscutting programs of Research & Advocacy, and Capacity building that shall be used in continued advocacy for the endorsement of different initiatives by the government.

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Vision: a society where persons with Disabilities enjoy equal human rights, opportunities, and full participation as other citizens.

Mission: to serve as a voice of member organizations to advocate for disability rights, inclusion of all aspects of life, and their full and effective engagement in sustainable development programs



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From its establishment in September 2010, NUDOR has conducted different projects reaching out directly to persons with disabilities, their families, Organizations of persons with disabilities, Advocacy work to the government on local level, National Level and beyond towards the rights of persons with disability. However, as projects always spans for a defined period, some of NUDOR achievements most importantly data of persons reached are likely to be easily lost if not well managed.

This is why the NUDOR is in need of having a reliable and updated information management system/Data base that timely captures and stores the reach data indicating the work done, the progress in achievement towards the predefined targets/ objectives, the existing gap and informing both managers and decision makers on the need of diversification of strategies and strengths increment to accomplish the NUDOR mission.

Apart of its organizational strengthening efforts, NUDOR seeks to establish a robust Management Information System (MIS) to improve program tracking, data management, reporting, and informed decision-making across its strategic pillars.

The MIS will be central to monitoring the performance of projects, donor relations, organizational growth, and impact measurement in line with NUDOR's Strategic Plan and results-based management frameworks.

With this regard, NUDOR is willing to hire a qualified and experienced independent consultancy firm/person with the required skills in designing and implementing MIS or MEL systems for NGOs or development organizations including database setup, data management, data analysis, dashboard creation and visualization to accomplish the above-mentioned task of system Setup.

2. Objectives of the Assignment

A. The Overall objective:

To design, develop, and operationalize a comprehensive, user-friendly Management Information System (MIS) that enables NUDOR to efficiently monitor and manage its programs and operations in real time.

B. Specific Objectives:

1. To assess NUDOR's existing data collection and reporting tools, workflows, and reporting requirements, and use these findings to inform the design of a comprehensive MIS.
2. To design a results-based MIS that captures key performance indicators related to inclusive education, health, economic empowerment, advocacy, and institutional development.

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3. To review and integrate data collection tools and reporting mechanisms that allow systematic tracking of program key performance indicators and impact across the five strategic pillars.
4. To create a dashboard that helps visualization of captured and processed data, categorized at different levels of users, at data entry level, Member Organizations, Partner Organizations (PO) Level, Project & program Level, and Administrative Level.
5. To build the capacity of NUDOR staff and partners in M&E planning, data management, and results reporting for improved program quality, learning, and accountability.

3. Expected Outcomes:

1. A comprehensive assessment report produced, identifying strengths, weaknesses, and gaps in data collection and reporting tools, with clear recommendations for alignment with NUDOR's strategic objectives.
2. A validated results-based MIS developed, including strategic indicators, baselines, targets, and data sources aligned with NUDOR's five strategic pillars.
3. Standardized data collection tools and reporting templates integrated into NUDOR's system to ensure consistent tracking and reporting of strategic indicators.
4. A functional and user-friendly M&E dashboard developed and deployed, enabling real-time data visualization and reporting across multiple user levels with a comprehensive MIS user manual and technical documentation developed for system users and administrators.
5. NUDOR and PO staff trained on M&E concepts and practices, resulting in improved data management, analysis, and evidence-based reporting.

4. Methodology and Process

The consultancy will adopt a participatory, inclusive, and evidence-based approach, ensuring active engagement of NUDOR staff, member organizations, partner organisations, and relevant stakeholders throughout the assignment. The process will be structured in five key phases:

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Phase 1: Inception and Planning

- Conduct an inception workshop with NUDOR to understand expectations, review existing data collection and reporting tools, and finalize the work plan.
 - Develop an inception report outlining the methodology, tools to be used, timeline, and deliverables.
 - Map key stakeholders and data sources relevant to MIS across NUDOR programs.

Phase 2: Assessment and Review

- Go through programs' documents to assess the availability and quality of data collected to date, with reference to the planned annual targets and performance indicators.
- Review existing data collection and reporting tools, data collection processes, and reporting practices across NUDOR and its member organizations.
- Conduct key informant interviews and/or focus group discussions with NUDOR staff, partners, and stakeholders.
- Assess M&E capacity, alignment with the strategic objectives under strategic plan, and technological readiness.

Phase 3: Framework and Tool Development

- Design a results-based MIS with strategic indicators linked to NUDOR's five strategic objectives.
- Develop and validate standardized data collection tools, templates, and reporting formats.
- Create a digital dashboard structure for real-time data visualization and analysis.

Phase 4: Capacity Building and System Setup

- Conduct training sessions and hands-on workshops for NUDOR staff and member organizations on MIS planning, data collection, analysis, and reporting.
- Support the initial setup and configuration of the MIS dashboard, ensuring user access and functionality across levels (POs, program, and management).
- Provide a practical MIS guide/manual to ensure long-term use and sustainability.

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Phase 5: Validation and Handover

- Facilitate a validation workshop with NUDOR and stakeholders to present the final MIS framework, tools, and dashboard.
- Incorporate feedback and finalize all deliverables.
- Submit a final report including all tools, training materials, the operational dashboard, and recommendations for future system strengthening.

5. Timeframe

The assignment is expected to be completed within a period of 3-4 months from 18th August 18th December 2025 with a detailed timeline as follows:

Phase	Timeline
Phase 1: Inception and Planning	Week 1-2
Phase 2: Assessment and Review	Week 3-4
Phase 3: Framework and Tool Development	Week 5-6
Phase 4: Capacity Building and System Setup	Week 7-9
Phase 5: Validation and Handover	Week 10

Note: The timeframe can be adjusted based on the experience during system design process

6. Qualifications and Expertise:

The consultant team/ company should possess the key individual with following qualifications:

- A lead consultant should have advanced university degree, preferably computer sciences, Data sciences, data engineering
- Supporting individual should have advanced university degree, preferably Monitoring and Evaluation
- At least 5 years of proven experience in designing, implementing, and managing Management Information System (MIS) or MEL in international development or non-governmental organizations.
- Proven experience in:
 - Database setup and information management systems
 - Data management and data analytics
 - Creating dashboards and data visualization.
 - Setting up user-level data access



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- Strong understanding of results-based management, project cycles, and donor reporting frameworks.
- Possess strong communication skills, especially in engaging non-technical stakeholders.
- Demonstrated ability to train and transfer knowledge to non-technical users.
- Ability to work independently and deliver within the agreed timeframe.
- Demonstrated experience in working with disability-inclusive programs or Social development programs in Rwanda or similar contexts.
- Strong communication, facilitation, and interpersonal skills.
- Attention to detail and ability to ensure high-quality deliverables within tight timelines.
- Flexibility and adaptability to the evolving needs of the organization and stakeholders.

7. Requirements for this Work

a. Mandatory Requirements

- A signed declaration of capability and availability to perform the assignment within the given timeframe addressed to the NUDOR Executive Secretary
- The proposal must include the consultant/firm's registration documents (for company), or proof of individual consultancy eligibility.
- Original or a certified copy of the tax clearance certificate (if an applicant is a company) (Mandatory)
- The cost in the financial proposal must be **all taxes inclusive**.

b. Technical and Financial requirement

No	Description	Score/100
1.	Detailed Methodology and Work Plan The proposal must provide a clear and detailed description of how the consultant/company intends to undertake the assignment, including: <ul style="list-style-type: none">• A comprehensive understanding of the assignment objectives and deliverables.• A step-by-step methodology (including participatory approaches, tool development, system design, and validation processes).• A well-structured and realistic work plan, with clear timelines and deliverables.• Tools/ software and techniques that will be used (qualitative/quantitative methods, software, etc.).	(35 points)

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	<ul style="list-style-type: none">• A risk mitigation strategy and quality assurance measures.	
2.	Qualifications and Experience of the Key Personnel The consultant/company must demonstrate (with hard copies and other evidence based) the capacity and experience to carry out the assignment, including: <ul style="list-style-type: none">• A team composition that includes an data systems/IT specialist and M&E.• Clear assignment of roles and responsibilities for each team member.• Curriculum Vitae (CVs) of the proposed personnel, showing relevant qualifications, technical expertise, and years of experience.• Proven experience in developing M&E systems, especially in disability-inclusive programs or social development sectors.• At least two examples of similar assignments completed (reference or links should be included).	(40 points)
	Financial proposal The budget should present a clear daily fee rate , number of days, and a total cost including all applicable taxes. A detailed breakdown of costs should be included, covering: <ul style="list-style-type: none">• Professional fees• Travel and accommodation (if any)• Costs for tools, materials, or software (if needed)	25 points
	 The proposal will be evaluated based on cost relevance, rationality, and cost-effectiveness , not lowest price. Please, note Training or workshop expenses for invited participant from other stakeholders will be covered by NUDOR	

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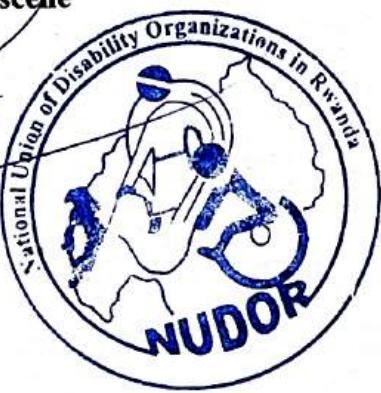
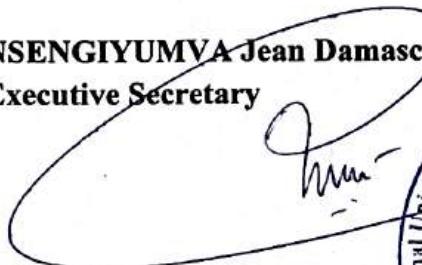
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8. Application process

- The applicants will submit their bids (as mentioned in the requirements for this work), in well sealed One envelope containing inside 2 copies including one original and other 2 copies) named " Consultancy to Design and Establish NUDOR's Management Information System (MIS)" to the NUDOR office located at KK 37 Avenue, Kagarama, Kicukiro District not later than **Thursday, on 14th August 2025 12:00 am**. Late bids will not be received.

Done at Kigali, on August 4, 2025

NSENGIYUMVA Jean Damascene
Executive Secretary



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