

---

## NATIONAL FUND FOR ENVIRONMENT (FONERWA)

**TITLE:** Recruitment of individual consultant to develop FONERWA staff job profiles, Job descriptions, as per the FONERWA organogram

**REFERENCE N°:** N° 007/S/IC/2017-2018/FONERWA

**TYPE OF CONTRACT:** National Individual consultant

**DATE OF ISSUE:** June 2018

### 1. Background and context

The National Fund for Environment-FONERWA (hereinafter called “Client”) has received funds from GoR towards FONERWA operations. The client intends to apply a portion of the funds to eligible payments under the contract that will result from this tender for which this request for expression of interest is being issued.

Therefore FONERWA invites eligible individual consultants to submit their expressions of interest for developing FONERWA staff job profiles, Job descriptions, as per the FONERWA organogram as indicated in detail in the Request for Proposal.

Detailed **Terms of Reference** can be accessed/downloadable from FONERWA website: [www.fonerwa.org](http://www.fonerwa.org)

The National Fund for Environment, now invites eligible individual consultants to express their interest in providing above mentioned services as detailed in the ToRs.

### Evaluation

The expression of interest will be evaluated based on National procurement procedures.

#### The evaluation criteria are as follows:

1. Qualifications of individual consultant and his/her availability.
2. Adherence to ToR’s specifications and related requirements: Clear understanding of required deliverables
3. Experience of similar work

### Application procedure

To apply, please submit your proposal in hard copy to FONERWA procurement office by 3<sup>rd</sup> July 2018 at 10:00 am local time. Your proposal shall be submitted in two separate envelopes 1) Technical proposal (with detailed methodology and work plan, you updated Curriculum Vitae (CV), copies of academic certificates and references of previous work done), 2) Financial

proposal should indicate daily rate charges and must be expressed in Rwandan francs inclusive of taxes)

For more information, you may visit FONERWA website on [www.fonerwa.org](http://www.fonerwa.org) and for more enquiries please contact us on [info@fonerwa.org](mailto:info@fonerwa.org).

A handwritten signature in blue ink, appearing to be 'A. N. N.', is written over a faint circular stamp. The signature is bold and stylized.

**Chief Executive Officer  
National Fund for Environment**

## **Terms of Reference for developing FONERWA staff job profiles, Job descriptions, salaries and fringe benefits as per the organogram to ensure alignment with the revised Law for the National Fund for Environment (FONERWA)**

---

### **1. Introduction**

The Government of Rwanda (GoR) has rapidly and consistently promoted climate and environment as critical inputs to achieving national sustainable development. There have been significant and growing efforts to integrate environment and climate change in the vision 2020 and the Economic Development and Poverty reduction Strategies that have been developed over the years since 2005. These led to the development of a national cross sector Strategy, the Green Growth and Climate Resilient Strategy which was approved by the Rwandan Cabinet in October 2011. One of the crucial enabling pillars to implement the strategy that has a 2050 time horizon was the creation and subsequent operationalization of a National Fund for Environment (FONERWA)

Pursuant to the law n° 39/2017 of 16/08/2017 establishing the National Fund for Environment and determining its mission, organization and functioning, especially in its articles 11, 18 and 26. In addition to that, the laws states that the Board of Directors is the supreme organ of FONERWA. It is vested with the most extensive power to make decisions regarding administration, human resources and property of FONERWA in order to fulfil its responsibilities.

Based on Article 28 of the approved FONERWA law on Statutes governing the staff of FONERWA stating that the staff of FONERWA are governed by a special statute established by the Board of Directors in addition to the fact that the law also gives powers to FONERWA board of directors to determine and approve the salary grid and fringe benefits allocated to FONERWA staff in line with approved organisational structure

Reference is also made to the responsibilities of the board on section 7 ° to approve the staff statutes, their salary structure and fringe benefits; section 8 ° to approve fringe benefits to be allocated to FONERWA staff based on their performance and section 10 ° to determine the organizational chart of FONERWA, job profiles, duties and responsibilities of its employees and to set related terms and conditions of employment after consultation with the Ministries in charge of protection and preservation of environment, public service and finance;

### **2. Responsibilities of FONERWA**

1 ° To mobilise and manage resources used in financing activities aiming at protecting and preserving environment and natural resources;

2 ° To mobilise and manage funds to be used in the fight against climate change and its impact;

3 ° To collect and manage funds from public, private, through a bilateral and multi-lateral partnership to achieve the country's objectives to advance national priorities in the field of environment and climate change;

4 ° To support public organs, associations and individuals for environment protection and conservation, research as well as the fight against the climate change;

5 ° To coordinate and ensure that various finance partnership agreements related to prevention as well as fighting against climate change are prepared and effectively managed across various national stakeholders.

6 ° To collaborate with other national regional and international institutions with the same mission.

### 3. Orientation

FONERWA is part of Rwanda's direct response to the growing recognition that climate finance can be best managed at the country level. Since its set up, the fund has registered tremendous achievement in its initial phase of operation. Moreover, significant lessons were gleaned from the implementation which subsequently necessitated the revision of the Law to allow for greater independence and autonomy in a bid to allow flexibility and therefore improve and enhance performance.

The implications of the new law on FONERWA's mandate, governance arrangements, fund management arrangements, staffing and operating arrangements need to be worked through resulting in the development of a number of key documents of which *developing FONERWA staff job profiles, Number, Job descriptions, salaries and fringe benefits as per the organogram to ensure alignment with the revised Law for the National Fund for Environment (FONERWA) is considered critical for the success of the fund.*

### 4. The Objective

The overarching objectives of the assignment will address the provisions of the new law for FONERWA under its "specialised organ" status:

- To work with the senior management of FONERWA and other key stakeholders to develop FONERWA staff job profiles, Number, Job descriptions as per the organisational structure in line with the mandate of FONERWA that will effectively support FONERWA operations;
- To develop salaries and fringe benefits to be allocated to FONERWA staff in line with the assigned duties and responsibilities of related staff derived from a clear benchmarked approach of similar institutions whose salaries and benefits are determined by board of directors
- To make presentation of the draft work to FONERWA senior management and incorporate their inputs if any
- To make presentation of the finalised work to the sub- committee members of the Board (Governance and HR committee) as well as general board meeting if he/she is invited to do so and integrate their inputs if any

### 5. Scope of Work

#### **Conduct a benchmark analysis**

- Develop FONERWA staff job profiles, Number, Job descriptions as per the organisational structure in line with the mandate of FONERWA that will effectively support FONERWA operations;
- To develop salaries and fringe benefits to be allocated to FONERWA staff in line with the assigned duties and responsibilities of related staff derived from a clear benchmarked approach of similar institutions whose salaries and benefits are determined by board of directors( **Entry level, Medium and Maximum grading approach is recommended**)
- Present findings in a report to management, Governance and HR committee and general board members if invited;

## 6. Expected Outputs from the Consultancy

The consultants will be expected to produce a number of key reports or documents. These documents will include:

- A well-developed FONERWA staff job profiles, Job descriptions and minimum requirements as per the organisational structure in line with the mandate of FONERWA that will effectively support FONERWA operations;
- A well developed and benchmarked salaries and fringe benefits to be allocated to FONERWA staff in line with the assigned duties and responsibilities of related staff derived from a clear benchmarked approach of similar institutions whose salaries and benefits are determined by board of directors

## 7. Qualifications and Experience

The consultant will have these minimum qualifications:

- At least a Master's degree or its equivalent in Human Resources Management, Organizational Development or related disciplines ; and
- At least 10 years of extensive and progressive experience in Human Resource management in public organizations and private organisations ;
- Experience of working on change management issues within a public organization;
- At least 5 years managerial experience dealing with team and organizational building, preferably in the public sector;
- Excellent skills in project management demonstrated in previous jobs;
- Excellent communication; interpersonal and team building skills

## 8. Evaluation criteria

The evaluation criteria and weightings applied during evaluation are as follows:

S/N	Description	weighting
1	Qualifications of individual consultant and his/her availability	35
2	Adherence to ToRs: clear understanding of required deliverables	30
3	Experience of similar work	35