

**REPUBLIC OF RWANDA**



**GREEN  
CLIMATE  
FUND**

**RECRUITMENT OF INTERNATIONAL INDIVIDUAL CONSULTANT**

**(Consulting Services)**

**SUBJECT:**

**RECRUITMENT OF AN INTERNATIONAL INDIVIDUAL CONSULTANT TO DEVELOP  
PROJECT MANAGEMENT PLAN**

**TENDER REFERENCE N°: 002/S/2016-2017/QCBS/FONERWA**

The Fund for Environment and Climate Change in Rwanda (FONERWA) under Ministry of Natural Resources (MINIRENA) has received financing from the Green Climate Fund (GCF) toward the cost of the pilot measures to increase the resilience of Gicumbi district to the expected impact of climate change and establish small-scale low carbon rural industries and create green jobs, and intends to apply part of the proceeds for consulting services.

The international consulting services ("the Services") shall include; (i) Review of existing GoR/MINIRENA operating procedures for managing large programmes in Rwanda, (ii) preparation of a detailed Programme Management Plan (PMP) through consultation with key stakeholders, (iii) Assessing capacity needs of MINIRENA/GoR with respect to adopting and applying all aspects of the PMP during implementation and prepare a capacity development plan if necessary; (iv) Propose additional activities where needed to be included in the work plan and budget, indicators and targets for the logframe, identifying the phasing and costing of additional inputs

The Fund for Environment and Climate Change (FONERWA) in Rwanda, the implement agency under Ministry of Natural Resources (MINIRENA) now invites eligible individual international consultants to submit their proposals indicating their interest in providing the Services. Interested International individual Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The selection criteria shall be based on the following qualification and experience:

- A post-graduate degree in project management, business studies, finance or another relevant field,
- More than ten years' experience in project management,
- Knowledge and experience on procurement and accounting procedures,
- Knowledge and experience on M&E and management systems,
- Familiarity with ESIA processes, and
- Strong communication skills (both written and verbal in English)
- Well experienced Rwanda development plans and priorities, especially in the area of environment and development, preferably climate change issues.

The establishment of the selection procedure for individual consultant shall be in accordance with Rwanda Public Procurement Law and regulation of 2007 as amended and modified to date which is available on [www.rppa.gov.rw](http://www.rppa.gov.rw)

The detailed Terms of Reference of the above mentioned consultancy is downloadable from FONERWA website: [www.fonerwa.org](http://www.fonerwa.org)

Further information can be obtained at the address below during office hours (8:00 am to 5:00 pm) Rwandan time

Proposal in English language must be delivered in a written form to the address below, by 8<sup>th</sup> August 2016 at 4:00 pm local time. Late applications shall not be considered and online application is unacceptable.

### **Application procedure**

**The application shall include:**

- A motivation letter expressing suitability for the assignment;
- Curriculum Vitae of the consultant with the required supporting documents ) copies of academic qualifications and copies of certificates for completion of similar assignments);

- A detailed work plan, methodology and financial proposal that will facilitate contract negotiation

Address for submission:

All the applications to be clearly marked "Consultancy to develop project management plan" and addressed to:

Coordinator FMT-FONERWA  
KG 7 Avenue, Inyota House  
Kacyiru, Gasabo District  
P.O.Box 7436 Kigali-Rwanda

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) or telephone **(+250) 252580769**

Done at Kigali on 25/07/2016

**Fatina Mukarubibi**  
**Permanent Secretary**  
**Ministry of Natural Resources**

REPUBLIC OF RWANDA



GREEN  
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FUND FOR ENVIRONMENT AND CLIMATE CHANGE IN RWANDA (FONERWA)

TITLE	Terms of References for development of project management plan
REFERENCE NUMBER:	N° 002/S/2016-2017/ICs/FONERWA
TYPE OF CONTRACT:	International Individual consultancy assignment
DATE OF ISSUE	July 2016

**Background to the assignment**

The MINIRENA programme aims to pilot measures to increase the resilience of Gicumbi district to the expected impact of climate change, establish small-scale low carbon rural industries and create green jobs. The programme would like to pilot innovative approaches to develop low carbon industries in one of Rwanda's poorest districts, Gicumbi, increase the resilience of farming systems to climate change and use targeted research and analysis to guide policy makers, business leaders and communities in this respect.

The programme will focus on four key sectors that are critical to enabling Gicumbi to achieve its development targets and align with national green growth and climate resilient priorities: tea, forestry, construction and energy. The pilot programme comprises four interlinked projects: (1) affordable, low carbon settlements and industries as growth hubs;

(2) climate resilient production of tea; (3) sustainable forest management and watershed management; and (4) knowledge development and transfer.

Seven feasibility studies will be conducted to determine the best way to implement, design and integrate the various aspects of the program. Furthermore, these studies will be needed by other financial institutions from whom MINIRENA is also seek financing

## 1. Objectives

The specific objectives of the assignment are to:

1. Review existing GoR/MINIRENA operating procedures for managing large programmes in Rwanda;
2. In consultation with key stakeholders including MINIRENA and GCF, the Consultant will prepare a detailed Programme Management Plan (PMP) that will include among others:
  - **Outline of objectives and a programme description**
  - Detailed description of the **institutional arrangement for programme delivery** including an organogram, composition of the steering committee, the PMU and specific roles and responsibilities the PMU and key partners responsible for delivery of the sub-projects within the programme, supervision of contractors and documentation and reporting standards, the division of responsibility between the PMU and the firms delivering the sub-projects within the programme as well as the use of call down consultants
- Prepare a detailed Project Implementation Manual (PIM) that will include among others:
  - Outline of objectives and a programme description
  - Outline the institutional setup of the project;
  - Define the main principles and approaches during implementation;
  - Define the principles and systems of project management for implementation including an organogram, staffing compliments, composition of the steering committee, the PMU and specific roles and responsibilities the PMU and key partners responsible for delivery of the sub-projects within the programme, supervision of contractors and documentation and reporting standards;
  - Identify relevant external organisations that the PMU will work with;
  - Define a division of responsibility between the PMU and the firms delivering the sub-projects within the programme;
  - Outline the project implementation process including the use of call down consultants under framework contracts, partner organisations
  - Outline the financial management procedures including organisation of bank account and statements, procurement and accounting procedures/documentation, audit, Procurement Plan, Tendering procedures, Submission of requests for payment, eligibility of expenditure etc., prepare templates for procurement including long lead items, locally produced materials, material reception and positive ID procedures etc.

- Outline the programme reporting including procedure for preparation and submission of Programme Progress Reports, Content of the Programme Progress Reports, prepare template for meeting minutes, monthly report, gateway review etc.
- Outline of programme closure procedures, Retention of documents, Exit strategy, ownership of project results
- Define the main principles and approaches of Monitoring and Evaluation (M&E) and knowledge management including a workplan and budget, reporting, mid-term and final reviews and audits as well as determine specific procedures for data capture and management, metrics for data analysis; and reporting requirements: and
- Define the expected environmental and social impacts and develop a system for tracking and mitigating.
- Outline the **co-ordination arrangements** including identifying potential barriers to coordination and developing actions and strategies to facilitate coordination, describing an appropriate mechanism to ensure effective organisation and management of projects and sub-components, joint workplan development and management, reporting and decision making structures, information sharing and management, follow up and follow through on coordination decisions, and effective communications (meetings, progress tracking etc.), this will also include developing MOUs with partner organisations.
- Outline **quality assurance/control and oversight procedures** to ensure the highest professional standards in delivering outputs as well as cost effectiveness and efficiency.
- Submission of requests for payment, eligibility of expenditure etc.;
- Outline the **programme reporting** including procedure for preparation and submission of Programme Progress Reports, Content of the Programme Progress Reports, prepare template for meeting minutes, monthly report, gateway review etc.
- Outline of **Risk register** and risk tracking and mitigation to be maintained throughout the project.
- Formulate a **lesson sharing** mechanism to ensure cross learning.
- Define the main principles and approaches of **M&E and knowledge management** including a workplan and budget, reporting, mid-term and final reviews and audits as well as determine specific procedures for data capture and management, metrics for data analysis; and reporting requirements (this work to be coordinated carefully in consultation with the consultant preparing the Implementation Manual)
- Define the expected **environmental and social impacts** and develop a system for tracking and mitigating (this work to be coordinated carefully in consultation with the consultant preparing the Implementation Manual);
- Prepare a **Logistics plan** - prepare a clear development plan covering infrastructure provision, construction activities and phasing of all elements of the work;

- **Develop a Key Task Tracker** - formulate tool to ensure that all key tasks are tracked and fully coordinated
  - **Implementation and Construction programme** - draft implementation programme for each work element. Formulate into a single coordinated programme of works.
  - **Cash flow programme** - prepare templates for cash flow prediction for each work element. Formulate into a single coordinated cash flow prediction covering the entire works.
  - **Procurement programme** - prepare templates for procurement including long lead items, locally produced materials, material reception and positive ID procedures etc.
  - **Value management** - establish a 'value management' procedure that prioritises a 'best value' approach to design feasibility solution - to ensure that the proposals are within the budget
  - **Construction contracts** - prepare templates for Construction contracts propose and formulate plan to implement/manage construction contract and FIDIC or otherwise
  - **Sub-Consultant contracts** - advise client on need for additional professional contracts. Propose suitable contracts
  - **Construction methodology** - including Health & Safety plan
3. **Assess capacity needs** of MINIRENA/GoR with respect to adopting and applying all aspects of the PMP during implementation and prepare a capacity development plan if necessary;
  4. Propose additional activities where needed to be included in the work plan and budget, indicators and targets for the logframe, identifying the phasing and costing of additional inputs.

All key members of the design team will be involved over the entire design period, coordinated by Design Coordinator. The PMP will be attached to the Full Proposal, to be submitted to the GCF Board Meeting in October 2016.

## 2. Methodology

The Assignment will be carried out by a professional consultant in co-ordination and consultation with MINIRENA. The consultant will undertake a desk-based review of relevant materials prior to visiting Rwanda, if not already based in country. The Consultant will then visit Rwanda for the scoping phase, and should include consultations with MINIRENA and government/project partners. Before departure the consultant will make a presentation to MINIRENA and Key Ministries on the draft PIM.

The following methods are proposed but the Consultant may suggest modifications as necessary:

- Review relevant documents,
- Conduct interviews and discussions with key informants, and
- Compile PMP.

### 3. Expertise required

The consultant should have:

- a post-graduate degree in project management, business studies, finance or another relevant field,
- more than ten years' experience in project management,
- knowledge and experience on procurement and accounting procedures,
- knowledge and experience on M&E and management systems,
- familiarity with ESIA processes, and
- strong communication skills (both written and verbal in English),

### 4. Reporting requirements

The consultant will report to Government of Rwanda, MINIRENA. The Consultant shall be responsible for overall delivery of the assignment i.e. the key outputs from programme design and appraisal and producing the final PMP. This will include coordinating and managing inputs from other team members as needed.

The Consultant shall report directly to the Design Coordinator on the overall delivery of this assignment.

### 5. Workplan and timetable

The consultant will need to familiarise her/himself with all aspects of the proposed project interventions as well as the context in which it will operate. The Consultant is expected to review the relevant project documents, and other sector- or country specific available materials (to be provided by the Design Co-ordinator) prior to starting the field work.

The work is expected to take place over 39 days:

Documentation review and data analysis	4 days
Interviews with key respondents	4 days
PMP preparation	30 days
Presentation	1 day



## **6. Deliverables**

**The Consultant will:**

- a) Prepare a high quality professional and user friendly PMP and PIM (in MS Word, Arial 11 Font).
- b) Present the PMP and PIM at a validation workshop

**The findings should be presented in a format that is helpful to the design team.**