



REPUBLIC OF RWANDA



FUND FOR ENVIRONMENT AND CLIMATE CHANGE IN RWANDA (FONERWA)

TITLE	TERMS OF REFERENCE FOR CALL DAWN CONSULTANTS
TYPE OF CONTRACT:	Individual Call Down Consultancy Services for Sector specialists, Monitoring and evaluation services, Legal advisory services, Fund management advisory services, Human Resources advisory services, Midterm review/evaluation services
DATE OF ISSUE	October 2016

Background and context

The Government of Rwanda (GoR) has prioritized green economy to guide national development through economic transformation that is environmentally sustainable and climate resilient. This is reflected in the Economic Development and Poverty Reduction Strategy II (EDPRS II) which considers green economy among priority areas and identifies environment and climate change as a cross cutting issue to be mainstreamed across socio-



economic sectors. The Green Growth and Climate Resilience Strategy (GGCRS) is the cross sectoral mechanism to guide and drive the performance of all sectors of the Rwandan economy towards climate resilient and low Carbon development pathway. The fund for environment and climate change, FONERWA, was identified serves as the sustainable financing facility to ensure successful implementation of the GGCRS. The Fund is supervised by the Ministry in charge of environment and climate change (MINIRENA)

The Fund Management Team (FMT) provides broad capacity building through various approaches that include workshops and seminars, working sessions involving small groups and intensive one-on-one technical assistance. Applicants are supported to submit Project Profile Documents (PPDs) and full Proposals (PDs), as well as providing Technical Assistance (TA) and advisory support to approved projects on implementation, monitoring and evaluation and lesson learning. This goes with the effective management of day today Fund operations.

The support to FONERWA operations

FONERWA is currently recruiting applicants who will provide technical expertise in various areas of support to FONERWA operations. These services will be hired on a call down basis for a period of one year renewable based on satisfactory performance.

These include Individual Call down Consultancy Services for the following positions:

- 1) Sector specialists,
- 2) Monitoring and Evaluation services
- 3) Legal advisory services,
- 4) Fund management advisory services,
- 5) Human Resources advisory services,
- 6) Midterm review/evaluation services.

1) Sector Specialists

Potential areas of support for sector specialists shall include:

- Capacity building in diverse technical fields including environment, climate change and natural resources; renewable energy, infrastructure, urban planning, rural development areas including agriculture, and emerging areas that respond to climate resilience and green growth.
- technical support to applicants in proposal development;
- conducting technical reviews to projects to facilitate informed decisions on project funding;

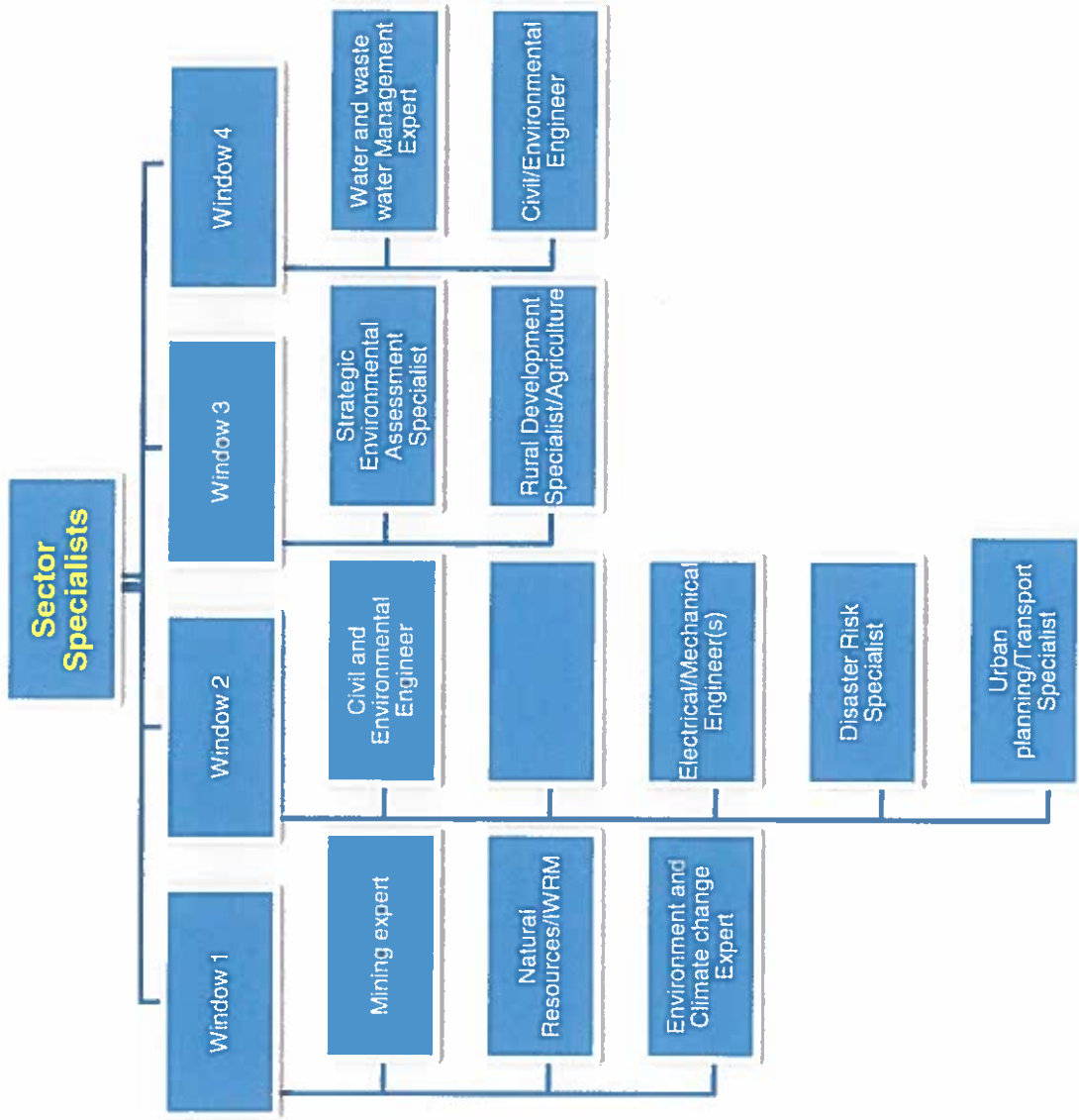


- Support to private sector to increasingly integrate green business concepts and enhanced green investments.
- Institutional support and strengthening to position the Fund strategically and a range of other support services.

The experts in Fig 1 will be assigned to transfer skills and capacity to institutional support staff at both central and decentralized levels, to build local capacity for long term support to Project Cycle Management (PCM) including specific support to FONERWA financed projects and hence the sustainability of the programme.



Figure 1: Chart that maps out experts needed to support FONERWA windows.



1.1. The Purpose and Objectives of the consultancy of sector specialists (Fig 1)

The purpose of the international/Regional/National consultancy is to:

- 1) support capacity building and skills development in project design, development, review and management through workshops, seminars, and one-to-one coaching and mentoring of stakeholders;
- 2) Provide training and deliver technical skills to the fund management team and national consultants, to focus on ensuring transfer of skills and expertise to local teams for sustainable long term capacity development to support FONERWA operations;
- 3) Support training and skills transfer in specific technical areas of expertise highlighted in Figure 1& 2 to ensure proposal development by project applicants seeking FONERWA funding are relevant to fund objectives and therefore meet criteria for FONERWA financing;
- 4) Conduct technical reviews of proposals seeking funding from FONERWA, at various approval levels of the review process.

Please note: these ToRs indicate broad areas of potential support to FONERWA and outline the overarching objectives and aims of FONERWA for general orientation to potential consultants. Actual tasks and assignments will be specifically targeted to draw down consultants as required and assignment -specific details will be developed as appropriate on a need basis.

1.2 Qualifications and criteria for sector specialists (Fig 1)

- ✓ Master's degree preferred in a relevant field such as economics, Engineering, Environment/Natural Resources Management and rural development or any other related field (**Refer to Figures 1**)
- ✓ Minimum 6 years work experience in related fields such as Environment and Climate change, project design, monitoring and evaluation, cost-benefit analysis and associated methodologies, and strategic planning;
- ✓ Experience in Proposal Development/Screening/Capacity Building (depending on the subject area)
- ✓ Detailed knowledge of environment and climate change in the Rwandan /developing country context, and wider international development agenda is a definite advantage;



- ✓ Practical knowledge of GoR procedures and protocols through direct experience of working with the Government would be an added advantage;
- ✓ Experience of dealing with policy makers/development partners;
- ✓ A working relationship and understanding of diverse cultures, priorities and contemporary needs of the government/private sector in the context of capacity building;
- ✓ ability and/or experience to influence change to institutional landscape and processes;
- ✓ Excellent communications skills;

2. Monitoring and & Evaluation Expert /Consultant

2.1 Responsibilities and attributions

- ✓ Assessing and improving/strengthening the current FONERWA M&E system/tools, its implementation and linkage to other sectors and EDPRS 2 both from the fund level to the FONERWA supported projects, including data collection mechanisms/methods, data quality assessment, management and reporting.
- ✓ Supporting the design of appropriate statistical based Management information system/electronic M&E, to harmonize data generated from the FONERWA supported projects and other FONERWA stakeholders for accurate and quality reporting and documentation.
- ✓ Performing data verification in the system based on the data entered into the database.
- ✓ Ensure regular transmission of data from FONERWA database, and provide data to other staff and stakeholders.
- ✓ Identifying new innovations in M&E including online applications (use of ICT in Monitoring and Evaluation) as well as other GIS based data collection and management tools.
- ✓ Providing technical assistance in selecting, constructing data collection instruments, data analysis, data recording and on knowledge management
- ✓ Provide technical assistance through analysis and inputs to FMT, FTC and FMC and contribute to capacity building to FMT staff members.
- ✓ Report findings to the multiple funders and concerned parties, as required; ensure that appropriate actions have been taken in monitoring and follow up on implementation and continuous improvement of projects.
- ✓ Provide support and overall guidance to both internal and external evaluations for the fund and FONERWA supported projects (e.g Log frame formulation and M&E capacity building).
- ✓ Under the supervision of the Programme Manager, provide support to reporting (monthly, quarterly, annual, midterm and final evaluations) on both the fund and the FONERWA supported projects.
- ✓ Reviewing monitoring reports to assess interim impacts and identify causes of potential bottlenecks in implementation.



- ✓ Collaborating with implementing partners and primary stakeholders to develop feasible and effective discussion events where M&E data are analyzed and corrective are agreed upon.
- ✓ Undertaking and facilitating others to implement the M&E plan, regularly revising and updating performance questions, indicators, methods, formats and analytical processes.

2.2 Required qualifications, experience and skills

- ✓ A master's degree in developmental studies, environmental sciences, natural resources or any other related field
- ✓ A minimum of 8 years of relevant professional experience in the areas of M&E of Environment and Climate change projects.
- ✓ Experience in designing results/M&E frameworks for Environment and Climate Change programmes/projects
- ✓ Possesses a broad knowledge and understanding of data collection methods, analysis, interpretation and reporting with good communication skills.
- ✓ Track record in strategic planning, program management including appraisal, designs, M&E
- ✓ Demonstrated formal training in the area of monitoring and evaluation;
- ✓ Demonstrated experience of M&E system design and implementation with responsibility for organizational/programme learning;
- ✓ Experience in designing Results/M&E framework
- ✓ Demonstrated experience of preparation, assessment/analysis and management of environment and climate change projects
- ✓ Demonstrated experience of working with multiple donors
- ✓ High degree of integrity, analytical skills, administrative skills, organization skills, communication skills, decision making skills, result oriented, computer skills team building skills, supervisory skills, planning skills, negotiation skills, networking skills.

Good command of English language with an understanding of French

3. Midterm review/evaluation experts for FONERWA funded projects

3.1. Objective and scope of the review

The objective of this mid-term review is to review and evaluate the implementation of planned project activities against actual results to date. The evaluation should review progress against milestones and assess progress made towards the delivery of outputs and achievement of objectives as well as identify corrective actions if needed. It focus on the effectiveness of delivery, timelines and efficiency of implementation, and risk management. It also present the initial lessons of project design, implementation and management. The



findings have to be used to enhance implementation during the final half of the project's term and to share lessons across the FONERWA programme.

The focus will be on the following questions:

- a) What are the stated goals of the Project? To what extent are these goals shared by stakeholders? What are the primary activities of the project and expected output? Will these activities achieve the planned output? Do all stakeholders share this view?
- b) How was the Project site selected? What has been the main focus of implementation of this Project to date?
- c) How the Project beneficiaries were identified and selected and to what extent was the process gender sensitive? What is the current men /women proportions and what are the justifications for the balance?
- d) Are the project management mechanisms and the institutional arrangements adequate, effective and timely to coordinate project activities?
- e) Has the establishment of baseline information been appropriate and sufficient?
- f) Has the project monitoring and evaluation been designed and implemented in such a way that the results will effectively contribute to the monitoring of potential environmental impacts?
- g) Are the stakeholders adequately involved in the development and implementation of project activities?
- h) Will the project facilitate long-term sustainability after the completion of project activities, particularly at the intervention site level and for the areas of influence?
- i) Are there clear reasons for the changes made to the original project work plan (if applicable)? Are the changes relevant?

The review will assess the following, among other things:

- **Delivered outputs:** Assessment of the project's success in producing each of the programmed outputs to date, both in quantity and quality as well as usefulness and timeliness.
- **Project outcomes and impact:** Evaluation of the project's success so far in achieving its outcomes.
- **Sustainability:** Analysis of the risks that are likely to affect the persistence of project outcomes in the short, medium and long term.
- **Execution performance:** Determination of effectiveness and efficiency of project management and supervision of project activities. The sustainability assessment should address financial sustainability, socio-political risks, and stakeholder ownership, national institutional framework and governance, and environmental risks. At this point in the implementation of the project, it is not expected that any of the project activities have been



integrated, progressed and replicated. However, the extent of synergies created and potential for creating additional synergies with similar activities should be discussed.

In addition to evaluating the status of project implementation, recommendations should be made in support of improving project implementation, particularly, but not limited to, the following areas:

- The structure and operational modalities of project coordination, especially at the institutional level, which should have stakeholder representation from both the public and private sector. Is the structure sustainable and how can it ensure active involvement and facilitate information flow among all stakeholders?
- Sustainability of the project. How can positive impacts of the projects be sustained? Can the intervention site impacts be up-graded to cover other areas?

The evaluation should also give consideration to the processes that have affected the attainment of project results to date, such as:

- Was the project properly prepared? Were objectives and components clear and Feasible?
- Has the project involved the relevant stakeholders through consultation or Information-sharing during its preparation?
- Were structural problems of the project adequately identified by the executing institution, were modifications proposed?
- Has the project done appropriate financial planning and reporting? Has there been diligence in the management of funds and reporting? Has the co-financial contribution from the different project partners been at the expected level?
- What were the reasons of delays in the implementation of the project and its components? What are the consequences? Have efforts been made to overcome these constraints?

Furthermore, the evaluation should highlight lessons learnt where possible, both positive as well as negative, from the standpoint of the design and implementation of the project and specific measures to improve the management of the project. The evaluator will identify lessons learnt from the project, from the following perspectives:

- Mechanisms to establish coordination at the institution level, promoting key stakeholders participation from public and private sectors.
- The engagement of beneficiaries, and how to change their attitudes and behaviour taking into consideration environmental and health impacts related with the project outputs.
- Assessment of strategies developed by the implementing partner to analyse and disseminate the project information for improved decision making.



Analysis of risks

1. What were the initial risks identified on the project and to what extent have the identified risks been mitigated?
2. What are the other risks that have emerged in the course of implementation and have the risks been assessed and mitigation measures instituted?
3. Does the project have in place reliable mechanisms for risk analysis to inform effective measures for improving results and impacts?

3.2 Evaluation report format

The evaluation report shall be a detailed report of no more than 50 pages (excluding annexes), written in English, and should include:

- i) An Executive Summary (no more than 3 pages)
- ii) Introduction and background
- iii) Objective, scope and methodology
- iv) Project Performance
- v) Conclusions and rating of project implementation success
- vi) Lessons learnt
- vii) Recommendations
- viii) Annexes

3.3. Qualifications

Therefore, the lead consultant or individual consultant will have the following key competencies:

- At least a Master's degree in Environmental Sciences, Economics, Agronomy or other related field from a recognized university
- Proven thematic expertise in at least one of the following: Environment Protection, Agricultural Enterprise for at least 8 years.
- Experience in designing and carrying out program baselines and evaluations.
- Experience in qualitative methods and analysis and participatory research.
- Superior data tabulation and analysis skills (using various ways)
- Excellent skill in report writing and data interpretation
- Prior experience in working with ENR sector is an



4. Legal advisory services

4.3. Objectives of legal advisory services

The objective is to provide legal and regulatory advisory services to the Fund for Environment and Climate Change (FONERWA). The work to be undertaken by the legal advisors (the individual Consultants) will focus on providing legal and regulatory support to facilitate the successful FONERWA operations.

4.4. Responsibilities

- Provide overall legal counsel and advisory to the fund on a need basis
- Support to Memorandum of Understanding (MOU) between FONERWA and clients
- Provide ongoing support towards the Grant Management arrangements between FONERWA and Fund beneficiaries
- The specialist is required to provide a detailed review of all legally binding documents between FONERWA and the partners and provide advisory to guide FONERWA decisions
- Review and revise and where deemed appropriate and on the basis of mutual agreement develop legally sound guidance documents

4.5. Qualifications and criteria for the Legal advisor

- ✓ Master's degree in Law
- ✓ Minimum 5 years work experience in related fields
- ✓ Knowledge of environment and climate change in the Rwandan /developing country context, and wider international development agenda is a definite advantage;
- ✓ Practical knowledge of GoR procedures and protocols though direct experience of working with the Government would be an added advantage;
- ✓ Experience of dealing with policy makers/development partners;
- ✓ A working relationship and understanding of diverse cultures, priorities and contemporary needs of the Public/private sector
- ✓ ability and/or experience to influence change to institutional landscape and processes;
- ✓ Excellent communications skills



5. Fund management advisory services

5.1 Responsibilities

- ✓ work with Fund management team to set out a vision for effective fund management and programming
- ✓ Advisory support on management of existing partnerships and related terms more specifically the credit line facility towards streamlined private sector support including developing options for identifying opportunities for additional funding.
- ✓ Cash and Liquidity Management of the Fund considering spending and commitment to grant beneficiaries
- ✓ Advisory in project funding appraisal to guide the approval and fund allocation in consideration of Value for Money
- ✓ Assessment of the proposed private sector financial instruments and any on going private sector product development; guide implementation of the proposals and financial implications to the Fund
- ✓ Elaborate FONERWA strategic plan and guide implementation of the business plan
- ✓ Work with the fund management team to strengthen FONERWA systems and the related controls with all required financial policies and procedures

- ✓ Provides advisory services on (a) the strengthening of fund management and financial specialists (staffing, formulation of operational manuals, etc.); (b) risk management and (c) support to development and operationalization of innovative financing instruments;

- ✓ Identify and articulate lessons learnt on the operations of the Fund and advise and contribute to the formulation of guidelines, procedures that improve the efficiency and effectiveness of the fund operations Support to design a Financial and Management Reporting Framework both internal and external for implementing and Development Partners or any other recognized party

- ✓ Support tracking and synthesizing monthly and quarterly reporting from project partners and ensure that all partners and team members are clear about dates for reporting and providing timely feedback

- ✓ Support the team where necessary in the due diligence exercise to guide funding to projects. Also, technical support and guidance in the spot check exercises to implementing partners
- ✓ identify tools and solutions for managing portfolio risks including maintaining a risk register to proactively identify and address risks including responding to audit observations made on the fund and ensure follow-up actions are taken on agreed recommendations



- ✓ Technical support to implementing partners in project budget management and managing implementation challenges and guide the process for updating the Grant Management Guidelines to project partners
- ✓ develop a process that assures effective engagement with stakeholders that may include a survey on partner perceptions as well as dialogue that informs future strategic decisions and strengthens relationships with the project partners
- ✓ Hold relevant trainings to the team more especially towards effective MS Excel usage and financial modelling

5.2 Required qualification experience and skills

- ✓ A master's degree in business administration, finance, accounting, investment OR a professional accountant or any other investment related profession
- ✓ Strong and proven knowledge in investment and portfolio management and ability to work in various business functions
- ✓ Have been involved in developing strategic and business plans (and financial models) of high profile projects; have also been involved in developing strategies for related institutions
- ✓ Have strong accounting and financial reporting skills; with solid grounding in audit; and should be a member of any accounting professional body
- ✓ At least 8 years of proven experience in development strategy, policy, planning, consulting, investment, financial and portfolio management
- ✓ strong program management skills, with an understanding of significant aspects of program delivery
- ✓ Demonstrated experience in training, capacity building and institutional strengthening particularly in the area of fund and investment management
- ✓ Professionalism: Capacity to demonstrate success in analyzing complex professional issues and developing well-reasoned, innovative solution to complex challenges
- ✓ Teamwork: Ability to establish good interpersonal skills and ability to maintain effective working relations in a multi-cultural organization

6. Human Resources advisory services

To strengthen HR management capabilities to support the implementation of the FONERWA Corporate plan and Development plan, an experienced Human resource Management Professional will be engaged to develop an effective HR Management environment at all levels within FONERWA



6.1 Technical or expert knowledge/experience required

- Experience in providing an expert advisory and consultancy service to management and staff on a wide range of complex human resource management matters.
- Proven high level communication skills (verbal and written), including the provision of human resource advice on issues of a complex and sensitive nature.
- Proven ability to liaise effectively and work collaboratively with a range of stakeholders, to facilitate their cooperation and support to achieve desired outcomes and to establish and maintain strong and productive working relationships.
- Development, review and implementation of a range of human resources related policies, practices and procedures
- Demonstrate ability to plan, prioritize and organize work to achieve goals and meet deadlines, including dealing with competing demands and managing multiple projects and tasks.
- Experience in formulating human resource development strategies and participating in organizational training needs analysis.
- Experience in employee relations and human resource management, including the negotiation and conflict resolution of significant matters.
- Ability to identify strategic HR related issues, think laterally and apply analytical, qualitative and research skills to develop appropriate creative strategies for resolution.
- Provide expert advice and support to management and staff on a range of human resources functions of some complexity, in accordance with established government policies and procedures and legislative requirements.
- Under broad direction, develop, review and implement various human resources policies, procedures and processes for FONERWA.
- Exercise responsibility for the timely and successful completion of human resources related project outcomes, including supporting the transition of employees from across government into Shared Services SA.
- Implement HR strategies and practices that contribute to FONERWA achieving its strategic priorities and business objectives, including workforce planning and organizational reviews.
- Provide assistance on a range of employee and work relations matters, such as the resolution of disputes, conflicts and other situations between staff and management.



6.2 The detailed roles and responsibilities of the consultant will be to support FONERWA to:

- Carry out a review of the existing HR Policies and procedures and identify gaps and capacity weaknesses compared to national and international best practice.
- Based on the review and purpose, develop comprehensive HR policies and procedures for FONERWA; Implement and administer a comprehensive Human Resources Management system in compliance with the HR policies and Procedures, based on work plan;
- Ensure the development and maintenance of a comprehensive HR data base for FONERWA;
- Develop detailed roles for all functions, develop job descriptions and job profiles for each position ;
- Design, recommend and implement a transparent staff performance management system which is linked to the training development programme and has the necessary staff incentive system to ensure compliance with the new system;
- Ensure that staff are trained in the new performance system;
- Support Managers/Supervisors and build their capacity/skills for effective staff management;
- Facilitate knowledge sharing processes within FONERWA with other Ministries and partnering projects
- Review the existing Career development policy and suggest changes or devise a suitable promotion policy and rewards/incentives system for good performance in accordance with Government of Rwanda policies;
- Develop a training policy improvements that would ensure effectiveness and productivity of FONERWA;
- Under broad direction, develop, review and implement various human resources policies, procedures and processes for FONERWA e.g policies like; Code of Conduct, Confidentiality, Conflict of Interest, Working conditions, Attendance, Hours of Operations, Termination (Voluntary and Involuntary), Recruitment, Compensation, Performance Management, Learning and development, Benefits and Eligibility, Overtime, Privacy, Employee Information, Bereavement Leave, Compassionate Leave, Vacation, Sick Leave, Short Term Disability, Long Term Disability, Maternity, Parental, and Adoption Leave, Unpaid Leave, Jury Duty and all these policies should be done in conjunction with the Rwandan labor laws.

6.3 Minimum Qualifications

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 15 years of extensive and progressive experience in Human Resource management of public organizations ;
- 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;
- Proven track record in working effectively within multidisciplinary teams;
- Computer proficiency in standard office applications (spread sheets , word processing internet explorer etc.;

Excellent communication; interpersonal and team building skills

Short listing and selection of individuals for call down consultants

The expression of interest will be based on National procurement procedures and each consultant will need to submit soft copy document in pdf form through info@fonerwa.org. The shortlisting and selection criteria will focus on the above qualifications and experiences highlighted for each position.

Application procedure

To apply, please submit your expression of interest/proposal and all relevant documents such as; your updated Curriculum Vitae (CVs), copies of academic certificates, previous work done/references related to this assignment through info@fonerwa.org . The proposal should also include a section on financial proposal of the daily fee rate including DSA and accommodation costs to perform the noted services. The daily fees quoted shall be the basis for contract negotiation. Please note that applications will only be accepted if they have been submitted through info@fonerwa.org by established deadline of **21st November 2016 at 5:00 pm (local time)**.

For more information, you may visit FONERWA website on www.fonerwa.org and for more enquiries please contact us on info@fonerwa.org or telephone **(+250) 252580769**

Done at Kigali on 28/10/2016


Fatina Mukarubizi
 Permanent Secretary
 Ministry of Natural Resources

