

FUND FOR ENVIRONMENT AND CIMATE CHANGE IN RWANDA (FONERWA)

TITLE	TERMS OF REFERENCE FOR CALL DAWN CONSULTANTS
TYPE OF CONTRACT:	Call Down Consultancy
DATE OF ISSUE	March 2017

Background and context

Ministry of Natural Resources has received funds from GoR to support one of the EDPRS 2 priorities” Pursuing green economy approach ” under the Economic Transformation thematic area that is environmentally sustainable and climate resilient which will be implemented with the support of the cross sectoral Green Growth and Climate Resilience Strategy (GGCRS) through FONERWA

The fund for environment and climate change, FONERWA, was identified as the sustainable financing facility to ensure successful implementation of the Green Growth and Climate Resilience Strategy (GGCRS) and has for mission to mobilize and manage resources for achieving environmental sustainability, climate resilience and green growth in order to promote Rwanda’s short, medium and long term sustainable development goals; to fund projects and programmes by public and private sector as well as other development support organizations that produce results contributing to these objectives.

The fund will need call down consultants as sector specialists and institutional support experts to support FONERWA in various areas which are the following:

- 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;

1. CALL DOWN CONSULTANTS

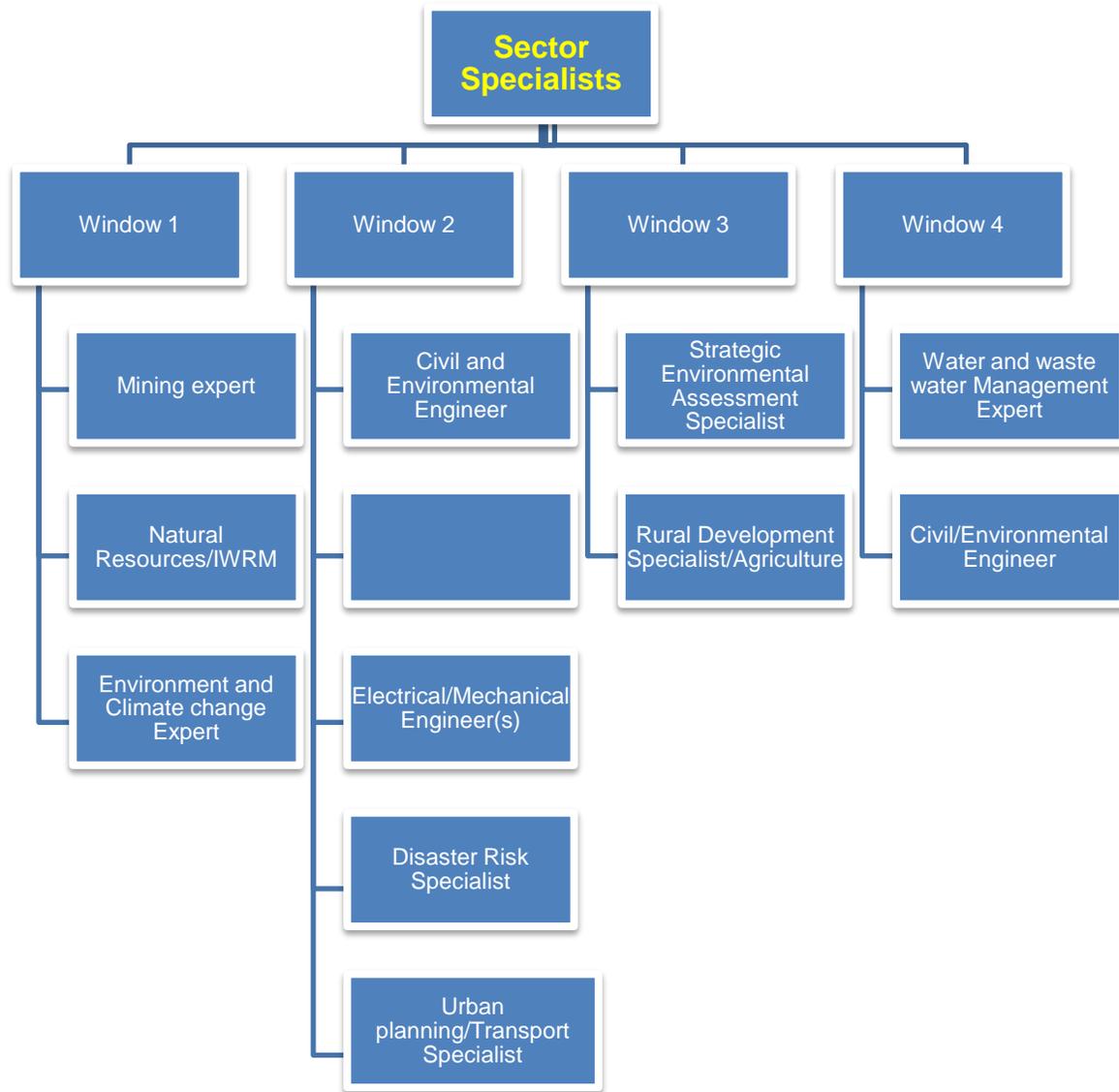
1.1. Sector specialists

The main responsibility for the sector specialists will be provision of Technical Support to proposal Development, project reviews and capacity building and development for the FONERWA Secretariat as well as the applicants to the Fund. These will be required as consultants on call down basis to address on-going subject matter specific demands by projects submitted to FONERWA for funding.

1.1.1. The short listing criteria for sector specialist will focus on the following Qualifications and Experience

- ✓ Master's degree preferred in a relevant field such as economics, Engineering, Environment/Natural Resources Management and rural development or any other related field
- ✓ Minimum 3 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;

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



1.1.2 The Purpose and Objectives of the consultancy

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

- 1) Provide technical support to the fund operations based on the focus areas of the fund. And the your expertise;
- 2) 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;
- 3) 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;
- 4) 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;
- 5) Conduct technical reviews of proposals seeking funding from FONERWA, at various approval levels of the review process.
- 6) Provide auxiliary support in communications and legal and regulatory functions to ensure FONERWA operations are successfully executed.

1.1.3 Scope of work by sector specialists (Fig 1)

The main tasks of the consultant will include, but not be limited to, support FONERWA in achieving technical delivery standards and capacity development objectives ensuring that national capacity is built to:

- ✓ Train grant applicants in proposal development and preparation towards enhanced access to FONERWA funds;
- ✓ Providing hands-on technical support and training national counterparts including the GoR recruited secretariat, Fund Management Team (FMT), Fund Technical team (FTC), Fund Managing Committee (FMC) and other national teams that are identified to support proposal screening, technical review and ensuring that overall quality of projects meets the exceptional standards of FONERWA financing requirements;
- ✓ Preparing and delivering effective capacity building strategies to ensure national capacity is built for the long term sustainability of FONERWA operations.

1.1.4 Terms and conditions of service for sector specialists (Fig 1)

These services will be hired on a call down basis for a period of one year renewable based on satisfactory performance.

1.1.5 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;

1.2 Resettlement Action Plan and Landscape restoration plan Expert/consultant

Objectives

The objective of this assignment is to prepare Resettlement Action Plans (RAP) for the GCF and other Programmes/ projects in adherence to the IFC policy on Involuntary Resettlement and relevant government laws and regulations to ensure the adverse impacts from physical and economic displacement are adequately mitigated and the livelihood of Project affected persons are restored. The RAP will include detailed information on PAPs whose livelihoods are likely to be adversely affected by the project activities using the key principles and the methodology described below as the basic conditions for effectiveness of the RAP.

The key principles for RAP preparation and implementation are the following:

- ✓ Minimize resettlement in which case efforts are made to minimize displacement.
- ✓ When possible, resettlement plans should be conceived as development opportunities, so that those affected may benefit from project activities.
- ✓ Lack of legal rights does not bar displaced persons in peaceful possession from compensation or alternative forms of assistance.
- ✓ Compensation rates refer to amounts to be paid in full to the individual or collective owner of the lost asset, without deduction for any purpose.

- ✓ When cultivated land is acquired, it often is preferable to arrange for land for land replacement. In some cases, as when only small proportions of income are earned through agriculture, alternative measures such as payment of cash or provision of employment are acceptable if preferred by the persons losing agricultural land.

Census and Socioeconomic Surveys should be carried out to:

- ✓ Provide the results of the census, assets inventories, natural resource assessments, and socioeconomic surveys.
- ✓ Identify all categories of impacts and people affected.
- ✓ Replacement house plots, sites for relocating businesses, or redistributed agricultural land should be of equivalent use value to the land that was lost.
- ✓ Transition periods should be minimized. Compensation should be paid prior to the time of impact, so that new houses can be constructed, fixed assets can be removed or replaced, and other necessary measures can be undertaken before displacement begins.
- ✓ Displaced persons are consulted during the planning process, so their preferences regarding resettlement arrangements are considered; resettlement plans are disclosed in a publicly accessible manner.
- ✓ The previous level of community infrastructure and services and access to resources will be maintained or improved after resettlement.
- ✓ The borrower is responsible for meeting costs associated with land acquisition and resettlement, including contingencies.
- ✓ Resettlement plans include adequate institutional arrangements to ensure effective implementation of resettlement measures.
- ✓ Resettlement plans include arrangements for internal and external monitoring of resettlement implementation.
- ✓ Resettlement plans include procedures by which displaced persons can pursue grievances.

The assignment will involve the following tasks:

- ✓ Review relevant project documents

Legal Framework documentation

- ✓ Describe all relevant local laws and customs that apply to resettlement.
- ✓ Identify gaps between local laws and Green Climate Fund (GCF) policies/other related projects and describe project-specific mechanisms to address conflicts.
- ✓ Describe entitlement policies for each category of impact and specify that resettlement implementation will be based on specific provisions of agreed RAP.
- ✓ Describe method of valuation used for affected structures, land, trees, and other assets.

The documents to be reviewed would include but not limited to draft project feasibility study, the preliminary project design, and relevant Socioeconomic and legal documents;

- ✓ Carry out various socioeconomic surveys and studies

Various studies need to be carried out for preparation of the resettlement action plan, including socioeconomic survey and inventory survey.

The socioeconomic studies will gather data on livelihoods and income in order to establish a baseline for developing the measures of rehabilitating the livelihood and income pre-land acquisition.

The studies will be carried out in a gender sensitive approach and should also pay special attention to vulnerable households to be affected.

The RAP should include the results of a Census Survey on all individuals, households, infrastructure, businesses (large or small, licensed or non-licensed), farms and agricultural concerns, herding pastures, The RAP should also contain photographs and GIS coordinate information on each

of the potentially adversely affected entities or PAPs, together with names of individuals and/or household heads, owners of each entity, names of regular employees, descriptions of the size and composition of all structures; a description of the function of the structure/entity (e.g., gas station, restaurant, market, dwelling, etc.); and information on the value of the structure and average monthly income;

✓ Carry out socioeconomic studies in a gender sensitive approach

The socioeconomic studies and consultations should be carried out in a gender sensitive manner. The different needs and demands of men and women will need to be taken into account in the survey, studies, consultations and designed mitigation measures. To an extent possible, disaggregated data should be collected. If needed, consultation with women should be organized separately;

Pay special attentions to vulnerable groups

The studies should help identify and gather information on vulnerable households and households who will be severely impacted, in order to be able to design specific assistance measures for these groups.

Develop the methods for valuing the affected assets

The consultant shall develop and describe in detail the methods used in valuing those assets that will be eligible for compensation as per national policy on involuntary resettlement .This method shall be consistent with both national policy requirements and regulations and IFC standards.

This process should capture the methodology for taking of inventory of assets, values assigned and agreement reached with each identified PAP and consider inflationary realities in the final determination of values. Compensation value should reflect fully the replacement cost of acquired assets;

Carry out consultations with various project stakeholders including project affected people, on resettlement options, compensation standards, livelihood and income restoration measures; institutional arrangements, and grievance redress mechanisms. It needs to summarize the outcomes from public consultations held with communities and PAPs and include in an Annex summary minutes of each consultation meeting, signed lists of attendance, photographs of the consultations; and the Agenda for the meeting.

The consultant should note that following the preparation of the Draft RAP, further Public Consultations should be held with the PAPs to inform them of the findings and conclusions, and confirm there is general acceptance by the PAPs of the proposed mitigation measures.

Develop the resettlement measures.

In addition to the compensation, the consultant will need to design a package of resettlement measures for income restoration, livelihood rehabilitation, and relocation for each category of eligible displaced persons to achieve the resettlement policy. The RAP should also include the feasibility analysis of the proposed Resettlement measures;

Design Grievance Redress Mechanisms applicable to local social context

The consultant shall describe the options available to PAPs for grievance redress they may have about the process, the identification of eligible people for compensation, the valuing and compensation and any other complaints they may have with the entire process.

The RAP shall indicate how these would be disseminated and made accessible to them in a way that is clear and comprehensible to the PAPs. The grievance redress mechanism should also have an inbuilt monitoring mechanism to check on responsiveness to complaints or grievances lodged. The different forms of receiving the complaints should be clearly described together with the different stages of going through the process. In addition, the redress mechanism shall indicate alternatives, in case the proposed mechanism, for any reason, does not respond to all grievances and complaints;

Monitoring and Evaluation; the RAP would focus on:

- ✓ The internal/performance monitoring process.
- ✓ Defining key monitoring indicators derived from baseline survey and provide a list of monitoring indicators that will be used for internal monitoring.
- ✓ Describing institutional (including financial) arrangements.
- ✓ Describing frequency of reporting and content for internal monitoring
- ✓ Prepare resettlement action plan (RAP).

The consultant will need to prepare the RAP based on the findings and results of documentation reviews, socioeconomic studies, and consultation with project stakeholders and project affected persons. The RAP needs to clearly present detailed information on the proposed mitigation measures for each affected entity/PAP with reasoning for the type and level of mitigation being offered.

Skills and Qualifications

The consultant team should possess the following qualifications:

- ✓ Familiarity with IFC Safeguards policies, and Rwanda regulations and procedures related to land acquisition.
- ✓ The team leader should have at least a Master's degree in social science or related training
- ✓ Minimum of seven years of experience with land acquisition and resettlement planning and implementation
- ✓ Excellent oral and written communication skills in English.

Deliverables

The following reports reflect the main outputs expected from the study:

1. Inception Report (including the work methodology, approach, detailed work plan and results of the scoping phase)
2. First draft Resettlement Action Plan
3. Final draft Resettlement Action Plan

2. INSTITUTIONAL SUPPORT EXPERTS

2.1. Strategic Advisor/Expert/Consultant

The Adviser shall advise the Fund and provide technical expertise and assistance to the Senior Management Team (SMT) for achieving the Fund targets. She/he shall advise the SMT and provide technical expertise and assistance to the institutional strengthening of FONERWA. Supporting the entire team while working in close collaboration with the SMT, the TA will build the technical capacity of the team; identify, troubleshoot and resolve issues, provide inputs to policy and program as well as innovative approaches in support of FONERWA's strategic goals..

Responsibilities

- ✓ Support FONERWA, through implementation of its strategic plan, to become an effective, efficient institution for the promotion and development of a climate resilient and low carbon economy.
- ✓ .
- ✓ Support to strengthen FONERWA's coordination of the priority sectors and the project application process
- ✓ Guide the FONERWA resource mobilization process and develop funding proposals
- ✓ Coordination of an array of external consultants and streamlining National and international partnerships
- ✓ Support to produce knowledge products like portfolio performance reports, priority sector outlook papers, case studies that are mostly likely to influence implementation and how the fund positions itself to respond to emerging needs.
- ✓ Assist Institutional Development and Unit Managers in regular and periodic planning, monitoring and reporting

- ✓ Carry out other related activities in order to assist the coordinator in his day to day activities related to Institutional Development in preparing and executing climate responsive policies and plans.

Qualification and experience

- ✓ Master's degree in Business Administration, Finance, Economics, policy and research, climate change and financing or related development studies with demonstrated interests in climate change related issues
- ✓ At least 7 years of proven experiences in sustainable development strategy, policy, planning, consulting or project management position including climate change adaptation and mitigation.
- ✓ Demonstrated relevant practical work experience in the field of sustainable development and climate change at national, regional and international levels.
- ✓ Demonstrated experience in training, capacity building and institutional strengthening particularly in the area of climate financing.
- ✓ Demonstrated skills in policy support, research and analysis are required.
- ✓ 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
- ✓ Proven years of experience and working at management/strategic level

2.2 Private sector Specialist/Expert /Consultant

Responsibilities

- ✓ Provision of Technical Support for Submission of Proposals from (PPD) Development to full Proposal Development, identify and create a pipeline of projects “with transformational impact” for the private sector,
- ✓ Be the main focal point for the private sector and respond to requests from the potential applicants, as and when required, and co-ordinate with potential international private sector applicants
- ✓ Provision of Technical Support for private sector project Monitoring and Implementation and advise management accordingly
- ✓ Guide on private sector targeting and assist in refining and introducing private sector financing instruments
- ✓ Support the Implementation of the current private sector Financial Instruments, assess their performance, impact and sustainability issues in line with the Rwandan context
- ✓ Build new national and international partnerships supporting private sector engagement.
- ✓ Support implementations of FONERWA private sector targeting to guide FONERWA private sector actions and coordinate its implementation
- ✓ Complete a robust engagement of private sector actors with a view to promoting green investments and the real or potential impact generated through technology transfer and uptake, product offerings; financing needs; and green jobs created

- ✓ Carry out a thorough fact-based review of the key demand and supply-side financing constraints or challenges facing the implementation of the FONERWA Private Sector Green Investment offering recommendations and solutions towards overcoming the identified barriers.
- ✓ Identify and develop approaches to attract investments to FONERWA through support to design of instruments and financing mechanisms with particular focus to private sector promotion;
- ✓ Develop a thorough evidence based analysis of on-ground appetite for investing in green businesses with a particular attention on the regulatory, economic, and market environments and barriers and constraints attendant to the sector of environment and climate change;
- ✓ Review of the linkages between FONERWA and relevant stakeholders and how these can be leveraged to ensure greater attractiveness to Climate investments
- ✓ Provide mapping of international climate finance architecture and opportunities that provide support and facilitation of effective resource mobilization approaches that have been tried and tested within the broad investment landscape;
- ✓ Assess current FONERWA institutional capabilities in relation to those required by private sector oriented climate investment funders for purposes of maintaining the Fund's positioning as Rwanda's primary green investment climate facility;
- ✓ Evaluate specific capacity building needs within the Fund and in the private sector and identify and recommend resources that will lead to more effective and efficient resource mobilization, resource allocation, resource utilization and reporting and dissemination of results;
- ✓ Provide strategic guidance for the Fund and manage investor relations

Qualifications/Experience/Expertise

- ✓ A master's degree in business management, finance, economics, development studies or related field
- ✓ A minimum of 8 years of relevant professional experience in the areas of private sector investment of Environment and Climate change projects.
- ✓ Experience in design and implementation of financial instruments geared towards investment in the private sector with climate finance instrument design and implementation being an added advantage
- ✓ Possesses a broad knowledge and understanding of environment and climate finance
- ✓ Track record in strategic planning and investment portfolio management
- ✓ Demonstrated formal training in the area of finance and investment management;
- ✓ Demonstrated experience of M&E system design and implementation with responsibility for organizational/programme learning;
- ✓ Track record of stakeholder engagement and relationship management
- ✓ Excellent English-language report writing and communication skills.
- ✓ Experience in designing financial instrument
- ✓ Analytical skills, result oriented computer skills, team building skills, planning skills, negotiation skills ability to work independently in a diverse, highly challenging environment is essential.

2.3. Communications/public relations expert

Responsibilities

- ✓ Design and formulate the FONERWA Communications Strategy within the FONERWA business plan ;
- ✓ Showcase FONERWA as a brand locally and internationally in the media,
- ✓ Update and maintain FONERWA communications publications in terms of official website, social media, lessons learned, collect relevant data on the fund and funded projects and disseminate to relevant stakeholders.
- ✓ Coordinate media coverage for important FONERWA events and activities;
- ✓ Work with a creative agency to produce content (short films, multimedia content, photos, brochures, posters, leaflets) that enhances the FONERWA brand;
- ✓ Support the communications efforts for FONERWA events both locally and globally;
- ✓ Disseminate FONERWA communications content to the relevant stakeholders through printed and online publications ;
- ✓ Prepare media briefs for FONERWA management team and produce press releases and other content for the media;
- ✓ Work with partners and projects to coordinate communications related to joint outreach activities;
- ✓ Collect data and prepare content (articles, photos, success stories, case studies) for FONERWA communications tools in terms of the website, social media and other content to be used at the national and international level such as outreach brochures, fact sheets, flyers, banner/pull ups and success stories, lessons learned, best practices, and project profiles;
- ✓ Consult and meet Implementing partners, stakeholders and beneficiaries to ensure their views are captured in outreach activities to reflect the human element and development results of the project;
- ✓ Support project events (launches, field visits, ceremonies, etc.) with a view to issue actionable recommendations to improve event management, outreach and advocacy around key development dimensions;
- ✓ Advise on and support the organization of publicity/outreach for the project, knowledge sharing events and promotional opportunities;
- ✓ Participate and support the communications network of the project.
- ✓ Contribute to identifying new and creative ways to enhance visibility and outreach of project deliverables and results.

Qualifications/Experience/Expertise

- ✓ Master's Degree in a relevant field such as information communication technology-ICT, Public relations, Marketing
- ✓ Minimum 5 years work experience in related field
- ✓ Knowledge of environment and climate change in Rwanda/developing country context

2.4. Translation Experts/consultants

Responsibilities

- ✓ All text, including text contained in figures, boxes, captions, sources and covers requires translation and proofreading
- ✓ The translator will ensure English, French and Kinyarwanda Languages excellence and proofreading, including, vocabulary, syntax, expression and grammar as well as all relevant terminology
- ✓ The translator is expected to perform terminology research to ensure the accuracy and appropriateness of translation.
- ✓ The translator is also responsible for ensuring quality and accuracy of the entire document before submitting it back to FONERWA
- ✓ The translator should also maintain the overall context into which the document is originally written. This means, the original intended contextual meaning of the sentences/phrases should not be altered or changed into something else
- ✓ The translator will have to use the original word document and only replace text in it since it will make it easier for the layout when the translated document is in this format
- ✓ The translator will work on the documents; proof read the translated document before the final translated version is submitted to FONERWA
- ✓ The translator is obligated to work within the required deadlines and be available to FONERWA for comments and corrections

Qualifications and experience

- ✓ Minimum of 4 years' experience in English/French/Kinyarwanda translation
- ✓ Demonstrated experience in translating professional documents
- ✓ Outstanding translation and editing skills in English, French and Kinyarwanda
- ✓ Experience in translating issues related to Environment, climate change, community development and sustainable use of natural resources
- ✓ Samples of previous work will be requested
- ✓ Fully proficient in computer skills

2.5 Fund management advisory services

FONERWA is intending to recruit either a firm or individual consultants to provide services in Fund management related matters;

Responsibilities

- ✓ Advisory support on the management of existing partnerships and related terms more specifically the credit line facility towards streamlined private sector support
- ✓ 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
- ✓ Elaborate and guide the entire planning and reporting system of FONERWA
- ✓ Work with the fund management team to strengthen FONERWA systems and the related controls with all required financial policies and procedures
- ✓ Elaborate staff, management, FMC, FTC and any technical support compensation schemes and guide on any implications to the Fund with the necessary strategies
- ✓ Support to design a Financial and Management Reporting Framework both internal and external for implementing and Development Partners or any other recognized party
- ✓ 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
- ✓ Technical support to implementing partners in project budget management/forecasting/execution and manage implementation challenges
- ✓ Hold relevant trainings to the team more especially towards effective MS Excel usage, financial modelling techniques and other related techniques/software to support grant management
- ✓ Elaborate the risk management system of FONERWA considering all the relate risk exposures
- ✓ Support in evaluation of the entire FONERWA operational set up and related processes to ensure that it meets the standards of a green climate Fund of its mandate

Required qualification, experience and skills of the firm, individual consultant or consultants within a firm

- ✓ 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
- ✓ Demonstrated experience in training, capacity building and institutional strengthening particularly in the area of fund and investment management
- ✓ Demonstrated skills in policy support, research and analysis are required.
- ✓ 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
- ✓ The firm should have more than 8 years of verifiable record of carrying out similar assignments in reputable organizations of similar intensity of mission.

2.6 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

Roles and responsibilities

- ✓ 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.

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.

Minimum required 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

2.7 Midterm review/evaluation experts for FONERWA funded projects

Objective and scope of the review

FONERWA is intending to recruit either a firm or individual consultants for midterm review and final evaluations of its funded projects. 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:

- ✓ 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?
- ✓ How was the Project site selected? What has been the main focus of implementation of this Project to date?
- ✓ How the Project beneficiaries were identified and selected and to what extend was the process gender sensitive? What is the current men /women proportions and what are the justifications for the balance?
- ✓ Are the project management mechanisms and the institutional arrangements adequate, effective and timely to coordinate project activities?
- ✓ Has the establishment of baseline information been appropriate and sufficient?
- ✓ 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?
- ✓ Are the stakeholders adequately involved in the development and implementation of project activities?

- ✓ 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?
- ✓ 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?

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

Required Qualifications and skills of individual consultants and firms

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

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.

Short listing and selection of individual call down consultants

The expression of interest/proposal will be based on National procurement procedures and each individual consultant or firm will need to submit soft copy documents in pdf form through info@fonerwa.org

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 costs if any 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 **18th April 2017 at 5:00 pm (local time)**. **FONERWA call down consultancy is for a period of one year. Therefore, all those who are already on call down list are not eligible to apply**

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 30/03/2017