



TERMS OF REFERENCE:

“DEVELOP ENVIRONMENT, NATURAL RESOURCES AND CLIMATE CHANGE MAINSTREAMING STRATEGY FOR RWANDA”



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| Contract Type: | Individual Consultancy: National Consultant |
| Location: | Home Based + field visits |
| Languages Required: | English, Kinyarwanda |
| Initial Duration of Assignment: | 25 working days |
| Expected starting date and timing: | September – November 2017 (2 months) |

BACKGROUND & CONTEXT

The Rwanda Environment Management Authority (REMA) is a public institution under the Ministry of Natural Resources (MINIRENA), responsible for ensuring that issues relating to environment and climate change are integrated in all national development programs. To achieve its objectives, REMA has been working with Government Institutions, private sector and civil society, also supported by development partners.

The Poverty Environment Initiative (PEI) is a global collaborative programme between the United Nations Development Programme (UNDP) and UN Environment, that supports country-driven efforts to mainstream poverty-environment linkages into national, sectoral and district development plans and budgets. PEI has been supporting REMA and the Government in mainstreaming the Environment – Poverty nexus in national, sectoral and local planning and budgeting since 2005.

The first phase of the PEI in Rwanda, implemented through REMA from 2005 until May 2007, focused on conducting background studies aimed at building the environmental, social and economic rationale for poverty-environment mainstreaming. The second phase (until 2013) aimed at integrating environment into policy formulation, development planning and public sector budgeting at national and local levels. The stated objective of the PEI third phase, which will end by December 2017, is: *“Enhanced implementation of development policies, plans and budgets that combine environmental sustainability and poverty reduction to contribute to inclusive and sustainable development goals”*.

The following are some of the mainstreaming results have been achieved, developed or supported by PEI and REMA:

- Importance and evidence for mainstreaming of Environment & Climate Change (E&CC)¹ established through different analytical studies;

¹ This is the current nomenclature in Rwanda, and entails mainstreaming Environment, Natural Resources and Climate Change Management with emphasis on its links with and effects on Poverty Reduction, which is the main objective of the EDPRS.

- Integration of environment into the Economic Development and Poverty Reduction Strategy (EDPRS-1, -2 and now also in the Draft EDPRS-3 for 2018 – 2023);
- ENR&CC mainstreamed in the main productive sectors plans
- ENR&CC mainstreamed in the District Development Plans (DDPs);
- Rwanda Environment & Climate Change Fund established (FONERWA);
- Tools developed to assist in E&CC mainstreaming of sector and district plans and budgets (“Budget Statement”, “Mainstreaming Checklists”) and to assess the extent of mainstreaming in Sector and District Plan implementation (“Mainstreaming Assessments”);
- Establishment of Department of Environment Education & Mainstreaming (DEEM) under REMA.
- Developed green village toolkit for mainstreaming E&CC and Poverty eradication elements at the community level
- Mainstreaming in schools through environmental education for sustainable development strategy, establishment of green schools program and the change of schools curriculum to include environment and natural resources aspects

A consultant’s assessment of the PEI Rwanda activities (2017) concluded that: *“The Government of Rwanda has clearly recognised the strong links between poverty and the environment / natural resources and, thanks to the work of PEI and other actors in Rwanda, the principles and objectives of environmental management and sustainable natural resource use have now been largely mainstreamed in public policy and planning, as well as in the programming of Rwanda’s main development partners”*.

A recently conducted Mid-Term Review (MTR, 2017) for the EDPRS-2 also concluded that: *“Mainstreaming of environment and climate change into sectors strategic plans (SSPs) as well as districts’ development plans (DDPs) has been fully achieved by 2015/16”*.

Despite these activities and successes listed above, and the general awareness on E&CC Mainstreaming created in Rwanda, the EDPRS-2 MTR also assessed that *“mainstreaming Environment & Climate Change into productive sectors is still low and the budget allocated to the subsector for enhancing mainstreaming is insufficient”*, and there is *“reluctance of productive sectors and business community to mainstream environmental sustainability principles in their programmes”*. And mainstreaming assessments undertaken by REMA determined that for the year 2015/16 a total of 48% of previously determined Environment and Climate Change Key Performance Indicators in 8 sectors were implemented.

It is therefore clear that, based on the lessons learned and above assessments, a more targeted and effective E&CC mainstreaming is needed to better guide and inform the mainstreaming of ENR + CC in Rwanda for the new planning period under the new EDPRS, the National Strategy for Transformation and Prosperity (NSTP), following the aspirations of the new Vision 2050 and the Green Growth and Climate Resilient Strategy (GGCRS). This is likely to focus on the 4 priority areas that have for now been selected for inclusion for E&CC Mainstreaming in the NSTP, as determined by a Concept Note developed by MINIRENA: Sustainable agriculture; Sustainable Urbanisation; Sustainable Industries; and Sustainable Energy.

PEI / REMA is now requesting an experienced international and national consultant to document the experience and Lessons Learned from REMA, PEI and others involved in Mainstreaming E&CC, and to use this as a basis to produce a National E&CC Mainstreaming Strategy, that will be mainly targeted to national, sectoral and local planners and decision-makers, in order to guide the E&CC mainstreaming for the next NSTP planning phase in Rwanda, especially in the agriculture,

urbanisation, industries and energy sectors, in order to attain the medium and long-term national sustainable development goals.

OBJECTIVE

The objective of this consultancy is to draft a National Strategy for Environment, Natural Resources and Climate Change (ENR&CC) Mainstreaming for use by REMA and others involved in ENR and CC mainstreaming, based on Lessons Learned and Best Practices, in order to better guide and support ENR&CC mainstreaming and its relation to Poverty Reduction and Economic Development into national, sectoral and local planning for the new EDPRS planning phase in Rwanda, and that will support long-term sustainable development in Rwanda as articulated in the Vision 2050 and the Green Growth and Climate Resilient Strategy.

SCOPE

The consultants will be required to take stock, document and assess the current status and experience in mainstreaming ENR & CC in Rwanda. The consultant should analyze and document Lessons Learned and Best Practices from the ENR&CC mainstreaming efforts in Rwanda and other relevant countries or regions, and assess ENR&CC mainstreaming 's opportunities, risks, gaps and constraints to achieve further effective E&CC mainstreaming at National, Sector and District level in Rwanda.

Based on these assessments, the consultants are required to draft an ENR&CC Mainstreaming Strategy that should include clear objectives, based on a vision statement that spells out what "mainstreaming" seeks to achieve in terms of environmental sustainability and natural resource management, and in terms of poverty reduction and sustainable growth. The Strategy will further comprise of (amongst others): Background, Analysis, Evidence, Principles, Practices, Tools, Management and Monitoring & Evaluation.

The Strategy should be a be a guiding document for ENR&CC mainstreaming in Rwanda, and a comprehensive, though succinct and practical Report, outlining the above-mentioned elements, including an executive summary and, possibly, well-informed examples. The Strategy should also fit in with and take cue from the current or future global, regional and national strategies, i.e. SDGs, Africa Vision 2063, Rwanda Vision 2050, NSTP, etc., and be complementary with and ultimately able to inform Sector and District Development Plans. The Draft Strategy will be presented to and discussed with relevant stakeholders to obtain comments and buy-in.

The process to design the strategy should be as participatory as possible. MINIRENA and the various entities that fall within its portfolio should have a central role in the formulation and implementation of the mainstreaming strategy, including REMA, FONERWA, and its other constituent Agencies. The process should engage MINECOFIN and the sectoral ministries, the districts, civil society and development partners, as well as actors able to play a role in communication and capacity-building (e.g. institutions of higher learning, media houses and organisations of the private sector).

TASKS

The consultancy assignment should consist of, but not necessarily be limited by the following main tasks:

- Take stock of the current situation on ENR&CC mainstreaming in Rwanda, by describing the on-going practices, experiences, opportunities, constraints and gaps at National, District and sectors level
- Document the Experience, Lessons Learned and Best Practices from the ENR&CC mainstreaming efforts in Rwanda and other relevant countries, based on existing reports, assessments, evaluations, etc.

- Undertake a stakeholder analysis that clearly identifies and describes the roles, interests and capacities of the various actors for mainstreaming
- Consult main stakeholders to assess and ground-truth the main findings of the above assessments, obtain further insights in the mainstreaming practices and results, and explore opportunities and recommendations, possibly using focus groups and similar methods that facilitate engagement.
- Analyze findings of above assessments and propose clear recommendations for improved ENR&CC mainstreaming in Rwanda, including future strategic actions and the implementation framework to mainstream ENR&CC in Rwanda in the next 6 years (new planning period).
- Prepare a Draft ENR&CC Mainstreaming Strategy that may comprise of (amongst others):
 - Background, Analysis, Evidence, Vision, Objectives, Principles, Practices, Tools, key entry points for ENR&CC in Rwanda Management and Monitoring, inspiring examples from other countries, implementation plan for the next 5 years, list of relevant stakeholders, etc.
- Present the main findings of the analysis and content of new strategy to stakeholders and obtain feedback, including during a validation workshop and produce a workshop report
- Include comments from stakeholders, including from the Validation Workshop, into the Final Strategy, for presentation to the authorities

DELIVERABLES

- **Inception Report**, to be delivered 1 week from the date of signing the contract, that should include understanding of the consultant of the TORs, methodology to be used, workplan, draft Table of Content of the Strategy and list of documents and stakeholders to consult.
- **Draft Mainstreaming Strategy**. To be delivered after 6 weeks from the date of signing the contract, commented upon by REMA, PEI and other technical partners, and to be submitted to stakeholders and presented in a Validation Workshop
- **Final Mainstreaming Strategy**, to be delivered 1 week from the date of receiving consolidated comments from the Client (REMA / PEI). The draft final copy shall be presented in 3 hard copies and a soft copy version. The final report should include comments from stakeholders, including from the validation workshop. To be approved by REMA, UNDP, PEI and submitted to Authorities for vetting.

The International Lead Consultant will be ultimately responsible for submitting above deliverables, with inputs from the National Consultant.

REPORTING AND INSTITUTIONAL ARRANGEMENTS

UNDP will contract the best and most competitive consultants to undertake the assignment as described in this ToR on behalf of Rwanda Environment Management Authority (REMA). The International Consultant will lead the assignment and oversee the work of the National Consultant, who will report to the International Consultant. The consultants will work closely with and report to REMA / PEI and the Director of Environmental Education and Mainstreaming in REMA, with the International Consultant ultimately responsible for the delivery.

The consultants will report to REMA / PEI. The consultants will be home based, but can also avail of office space in REMA, if needed, for discussions, meetings, etc. Logistical support can be provided through PEI / REMA, especially, if needed, organizing appointments, meetings and other consultations. Transport will need to be organized by the consultants themselves.

The assignment will be guided by a technical working group, consisting of REMA, MINIRENA, FONERWA, MINECOFIN, PEI, UNDP, MINALOC and other pertinent stakeholders.

DURATION, TIMING

The assignment is scheduled to take place between September – November 2017, for a maximum duration of 35 working days for the International and 25 days for the National Consultant.

The schedule for deliverables is as follows:

| Deliverable | Suggested Time frame | Responsible party |
|--|--|---|
| Inception report | 1 week after start of assignment | Lead Consultant, with inputs from National Consultant |
| Draft Mainstreaming Strategy | 6 weeks after start of assignment | Lead Consultant, with inputs from National Consultant |
| Presentation of main findings (during validation workshop) | 1 week after submitting Draft Strategy | Lead Consultant, with inputs from National Consultant |
| Final Mainstreaming Strategy, including comments from stakeholders and validation workshop, together with brief (powerpoint) presentation. | Latest: 2 months after start of assignment | Lead Consultant, with inputs from National Consultant |

DUTY STATION

National Consultant: Home based, with several visits to relevant institutions, and field visits to relevant Districts and Sectors, to be coordinated with the International Consultant

DOCUMENTATION

Provisional list will be provided by REMA/PEI.

CONSULTANT REQUIREMENTS: NATIONAL CONSULTANT

Education:

- Minimum MA / MSc. in Economics, Development studies, Environment & Natural Resources or related studies.

Experience:

- Minimum of 5 years' post graduate work experience in Environment & Natural Resources, with experience in Rwanda a particular advantage;
- Proven experience in ENR &CC guidelines/strategies development, with at least 1 consultancy in drafting policy and/or strategy documents or guidelines related to ENR &CC.
- Experience with mainstreaming in Rwanda's development strategies, with mainstreaming of ENR&CC a distinct advantage.
- Previous consultancy experience with UN or other Development Partners;
- Experience in working with Government and other stakeholders in Rwanda

Competencies:

- Able to work independently and deliver on time with quality
- Experience in working with teams and clients in a multi-cultural environment;
- Excellent oral and written communication skills
- Excellent written and spoken knowledge of English.
- Computer literacy, and experience with editing and presenting reports

EVALUATION CRITERIA:

| NATIONAL CONSULTANT | WEIGHT | POINTS |
|--|---------------|---------------|
| Minimum MA / MSc. in Economics, Development studies, Environment & Natural Resources or related studies | 15 | 15 |
| Minimum of 5 years' post graduate work experience in Environment & Natural Resources, with experience in Rwanda a particular advantage | 15 | 15 |

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|--|------------|------------|
| Proven experience in ENR &CC guidelines/strategies development, with at least 1 consultancy in drafting policy and/or strategy documents or guidelines related to ENR &CC. | 10 | 10 |
| Experience with mainstreaming in Rwanda's development strategies, with mainstreaming of ENR&CC a distinct advantage. | 15 | 15 |
| Proposed Methodology | 20 | 20 |
| Previous consultancy experience with UN or other Development Partners | 10 | 10 |
| Experience in working with teams and clients in a multi-cultural environment | 5 | 5 |
| Experience in working with Government and other stakeholders in Rwanda | 5 | 5 |
| Excellent written and spoken knowledge of English. | 5 | 5 |
| TOTAL | 100 | 100 |

APPLICATION PROCEDURE

Candidates should apply by presenting the following documents:

- (i) **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- (ii) **Personal CV or P11**, indicating all past experience from similar projects as well as the contact details (e-mail and telephone number) of the candidate and at least three (3) professional references;
- (iii) **Brief description** of why the individual considers him/herself as the most suitable for the assignment and a methodology, if applicable, on how he/she will approach and complete the assignment
- (iv) **Methodology** that describes the way the assignment will be undertaken
- (v) **Financial Proposal** that indicates the all-inclusive fixed total contract price supported by a breakdown of costs, as per template provided

Interested consultants are required to submit an expression of interest and relevant Curriculum Vitae that demonstrates the qualifications, skills, experience and track record to deliver the services required and that reflects an understanding of key issues relating to the scope of work. Please also provide three contactable references.

Submissions are to be made by email to: offers.rw@undp.org by **no later than 12h00 on 15th September, 2017**. Note that no hard copy submissions will be accepted.

Technical enquiries can be directed to Jan Rijpma at Jan.rijpma@undp.org, operational enquiries to janvier.ntalindwa@undp.org, and enquiries about the procurement process to mbasa.rugigana@undp.org