



## Terms of Reference:

### International Firm to support resource mobilization for NDC implementation in Rwanda.

|   |                                |
|---|--------------------------------|
| <b>Contract Type:</b>                     | International Consultancy Firm |
| <b>Location:</b>                          | Kigali                         |
| <b>Languages Required:</b>                | English                        |
| <b>Duration of Assignment:</b>            | 120 days spread in 7 months    |
| <b>Expected Starting Date and Timing:</b> | TBD                            |

## 1. Background

Rwanda has finalised and submitted to the United Nations Framework Convention on Climate Change (UNFCCC) its Updated Nationally Determined Contribution (NDC) which set revised targets of reducing greenhouse gas emissions (GHGs) and enhancing resilience to climate change effects. Updated Nationally Determined Contribution (NDC) features a 38% reduction of GHGs compared to business as usual by 2030, equivalent to an estimated mitigation of 4.6 million tCO<sub>2</sub>e against the BAU emissions and includes adaptation measures in priority sectors: water, agriculture, land, forestry, human settlement, transport, health, and mining.

The NDC estimates the total cost for Rwanda's identified NDC mitigation measures through 2030 at USD 5.7 billion, and the cost of adaptation measures at over USD 5.3 billion. This represents a combined funding requirement of around USD 11 billion, of which 40% accounts for unconditional measures and 60% for conditional measures.

The implementation of the updated NDC priorities and the mobilisation of resource require to translate identified priorities by sectors into specific programmes and projects.

It's in this context, that the Ministry of Environment (MoE) has received the support from the United Nations Development Programme (UNDP) to hire an international firm to support in funds mobilisation for NDC implementation.

## 2. Objective

The general objective of this assignment is to support the Government of Rwanda in mobilizing financial resources required to implement updated NDC through strengthening NDC sectors' capacities to mobilize funds.

## 3. Scope of work and tasks

The international consulting firm is expected to assess priorities and interventions from five selected NDC sectors including agriculture, energy, waste, water resources, land and forestry and identify potential sources of funds to implement them. The firm will also work with sector experts and other relevant stakeholders to develop bankable project proposals. Specifically, the firm will perform the following tasks:

- Working with MoE, FONERWA, Ministry of Finance and Economic Planning, sector experts and other relevant stakeholders, review the existing NDC priorities and interventions set for 2025 from each of the five selected sectors.
- In collaboration with FONERWA and other sectors, assess the NDC related projects proposals which are in the pipeline to avoid any duplication.
- Assess the funding sources (multilateral, bilateral and/or private) , including climate finance or blended finance windows and de-risking mechanisms and develop a funding sources grid.
- Based on reviewed interventions and information from the above donor's assessment and in collaboration with sector experts, identify potential project ideas and prepare at least 6 project ideas notes (of min 5 pages each) from which 3 full project proposals will be developed. **Refer to the Annex 1.**
- Conduct a detailed capacity needs assessment and plan (including training and coaching plan) for the five selected NDC sectors' experts which will be implemented during the development of bankable project proposals.
- Working with sector experts and other relevant stakeholders and based on identified potential ideas, develop 3 integrated full project proposals (**as par the provided template in the annex 2**) to be submitted to the identified sources of funds.

#### 4. Deliverables

In this assignment the international firm will work closely with the Ministry of Environment, Ministry of Finance and Economic Planning and Rwanda Green Fund (FONERWA) and sectors to deliver on the following:

| <b>Set of deliverables</b> | <b>Description</b>  | <b>Timeline for submission (spread in 7 months)</b> |
|----------------------------|---|---|
| Set 1                      | Inception report including the methodology and approaches to be used by the International Firm to perform this assignment, a detailed work plan, clear timelines to complete the deliverables and any other relevant information  | 14 days after signing contract                      |
| Set 2                      | <p>(i) A comprehensive assessment report providing detailed information on key sector interventions for 2025 (from the five selected NDC sectors), 6 key project idea notes (<b>refer to annex 1</b>), identified sources of funds and their requirements as well as any other relevant information as outcomes of the above tasks.</p> <p>(ii) A detailed capacity needs assessment and plan (including training and coaching plan) for the five selected NDC sector experts during development of viable/bankable project proposals</p> | 90 days after signing the contract                  |
| Set 3                      | (iii) Three (3) draft integrated full project proposals ( <b>refer to the annex 2</b> ) to be submitted for resource mobilization with a budget of at least 10M\$ or more by each proposal.   | 180 days after signing the contract                 |
| Set 4                      | (iv) Three Final integrated project proposals ready to be submitted for funding.<br>(v) Sector expert's capacity building report  | 210 days after the signing of the contract          |

## 5. Duration of the contract

The assignment is expected to be conducted in 120 working days spread over 7 calendar months.

## 6. Institution arrangements

UNDP will contract the international consultancy firm that fulfill the criteria outlined in these ToRs. It will manage the contract and will execute all payments in accordance with the agreed payment schedule to be stipulated in the contract. In addition, UNDP will cover all workshop related logistic costs including conference room, transport, and accommodation for participants where applicable. Furthermore, UNDP will provide technical advice to the Ministry of Environment to ensure the quality of the deliverables.

The Ministry of Environment (MoE) will coordinate the work in collaboration with UNDP, FONERWA, MINECOFIN, MINAGRI, MININFRA, Rwanda Water Resources Board, Rwanda Forestry Authority, Rwanda Land Management and Use Authority, Rwanda Energy Group, Energy Development Corporation Ltd, Rwanda Transport Development Authority and other relevant stakeholders.

## 7. Duty station

The duty station is Kigali Rwanda. However, it is important to note that the consultants based outside Rwanda will be required to travel and stay in Kigali during the consultation process, trainings, and coaching time. The cost of travel to and from Rwanda and stay in Kigali should be included in the financial proposal.

## 8. Methodology

The firm will submit a comprehensive methodology of how it will perform the assignment including approaches and the work plan. The best methodology should take into consideration the current situation of the global pandemic of COVID 19.

## 9. REQUIRED QUALIFICATIONS AND EXPERIENCE OF THE CONSULTANCY TEAM

The team will be composed of 2 consultants- **the Team Leader**/ Expert in Climate Finance, and **the expert** in energy.

## **9.1. General competencies for the firm**

The Consultancy Firm should have an experience of at least 8 years in the international development and climate policy context, particularly global climate finance; the evolving agenda of multilateral development banks and bilateral development finance institutions; and the variety of funds and initiatives that exist to help developing countries finance their low-carbon transitions. Substantial experience in business development, capital raising, and/or developing public-private partnerships with a successful track record in climate finance related activities across multiple contexts in a multi-cultural environment. Relevance of specialized knowledge and experience on similar engagements done in the country and/or experience in the region will be an advantage.

## **9.2. Required qualification and experience of firm experts**

### **9.2.1. Team Leader/Expert in Climate finance**

- Advanced degree (Master's or PhD) in one of these fields: climate finance, Environment Economics, finance, natural resources, livelihoods and/or environment.
- Being a Certified International Investment Analyst would be of added advantage.
- Demonstrated international experience of at least 7 years in the mobilization of climate finance from both multilateral funds, public and private sector (e.g. CIFs, GCF, GEF, ADF, WB, bilateral funds, philanthropies, etc.).
- Substantial relevant experience in the design and implementation of climate change mitigation and adaptation projects and experience in NDC implementation.
- Substantial experience in business development, capital raising, and/or developing public-private partnerships with a successful track record in climate finance related activities across multiple contexts in a multi-cultural environment.
- Demonstrated experience in capacity building and development.
- Demonstrated experience and abilities to pro-actively lead and coordinate a team, including strong interpersonal skills with ability to multi-task and maintain effective work
- Having at least conducted 3 similar assignments in developing countries is an added value

### 9.2.2. Expert in Energy

- At least Master's in renewable energies, energy systems management, energy and environmental sciences, materials and processes for sustainable energetics, electrical energy, and mobility systems and/or other related fields.
- Demonstrated international experience of at least 5 years in the mobilization of climate finance from both multilateral funds, public and private sector.
- Proven experience in the design and implementation of climate change mitigation and adaptation energy projects.
- Demonstrated experience in capacity building and development.
- Having at least conducted 2 similar assignments in developing countries

### 10. Evaluation criteria

| Criteria   | Max. points |
|--|-------------|
| <b>1. General criteria</b>   | <b>100</b>  |
| Reputation of Organization and Staff Credibility / Reliability in conducting research  | 30          |
| General Organizational Capability management structure which is likely to affect the undertaking of the needs assessment   | 20          |
| Evidence and references of quality performance at 3 completion certificates in similar assignments (bidders should indicate their quality assurances and risk mitigation measure)  | 40          |
| <b>Organizational Commitment to Sustainability (mandatory weight)</b>  |             |
| Organization has accreditation/ permission to work in Rwanda   | 5           |
| Organization demonstrates significant commitment to sustainability through some other means- for example internal company policy documents on women empowerment, involvement in their board  | 5           |
| <b>2. Specification and experience of the company</b>  | <b>100</b>  |
| Proven experience of at least 8 years' experience in the international development and climate policy context, particularly global climate finance; the evolving agenda of multilateral development banks and bilateral development finance institutions; and the variety of funds and initiatives that exist to help developing countries finance their low-carbon transitions. | 70          |
| Substantial experience in business development, capital raising, and/or developing public-private partnerships with a successful track record in   |             |

|  |            |
|--|------------|
| climate finance related activities across multiple contexts in a multi-cultural environment.   |            |
| Relevance of specialized knowledge and experience on similar engagements done in the country and experience in the region could be a value addition<br>Attach company recent previous/3 references and contracts of where similar assignments were done. | 30         |
| <b>3. Personnel</b>  | <b>300</b> |
| <b>Team Leader/Expert in Climate finance</b>   |            |
| Advanced degree (Master's or PhD) in climate finance, Environment Economics, finance, natural resources, livelihoods and/or environment. Being a Certified International Investment Analyst would be of added advantage.                                 | 20         |
| Demonstrated international experience of at least 7 years in the mobilization of climate finance from both multilateral funds, public and private sector (e.g. CIFs, GCF, GEF, ADF, WB, bilateral funds, philanthropies, etc.).                          | 50         |
| Substantial relevant experience in the design and implementation of climate change mitigation and adaptation projects and experience in NDC implementation.  | 30         |
| Substantial experience in business development, capital raising, and/or developing public-private partnerships with a successful track record in climate finance related activities across multiple contexts in a multi-cultural environment.            | 20         |
| Demonstrated experience in capacity building and development.  | 10         |
| Demonstrated experience and abilities to pro-actively lead and coordinate a team, including strong interpersonal skills with ability to multi-task and maintain effective work   | 20         |
| Having at least conducted 3 similar assignments in developing countries  | 30         |
| <b>Expert in Energy</b>  |            |
| At least Master's in renewable energies, energy systems management, energy and environmental sciences, materials and processes for sustainable energetics, electrical energy and mobility systems and/or other related fields.                           | 20         |
| Demonstrated international experience of at least 5 years in the mobilization of climate finance from both multilateral funds, public and private sector.  | 40         |
| Proven experience in the design and implementation of climate change mitigation and adaptation energy projects.  | 30         |
| Demonstrated experience in capacity building and development.  | 10         |

|   |             |
|---|-------------|
| Having at least conducted 2 similar assignments in developing countries   | 20          |
| <b>4. General Competencies</b>  | <b>500</b>  |
| Understanding of the requirement: Have the important aspects of the task been addressed in sufficient detail?   | 150         |
| Proposed methodology for the assignment with strong national context and concrete plan to undertake the assignment and in the given timeline.   | 300         |
| Strong interpersonal and managerial skills, ability to work with people from different backgrounds and evidence of delivering good quality assessment and research products in a timely manner. | 30          |
| Demonstration of ability to plan, integrate and effectively implement sustainability measures in the execution of the contract  | 20          |
| <b>TOTAL</b>  | <b>1000</b> |

### 11. Payment modality

| Item | Description                                |
|------|--|
| 10%  | After submission and approval of the set 1 |
| 20 % | After submission and approval of the set 2 |
| 40 % | After submission and approval of the set 3 |
| 30 % | After submission and approval of the set 4 |



## 12. Application procedures

Interested firms should apply by presenting the following documents:

- (i) Letter of Confirmation of Interest and Availability using the template provided by UNDP.
- (ii) Personal CV of trainers, indicating education background/professional qualifications, all experience, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references.
- (iii) Brief description of why the firm considers itself as the most suitable for the assignment.
- (iv) Financial Proposal that indicates all-inclusive fixed total contract price supported by a breakdown of costs, as per template provided.
- (v) Interested firms 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. Technical enquiries can be directed Immaculee Uwimana at [immaculee.uwimana@undp.org](mailto:immaculee.uwimana@undp.org), and enquiries about the procurement process to Mbasa Rugigana at [mbasa.rugigana@undp.org](mailto:mbasa.rugigana@undp.org)

**UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and person with disabilities are equality encouraged to apply. All applicants will be treated with the strictest confidence**

**Prepared by:**

Signature

Immaculee Uwimana

Name and Designation

: Immaculee UWIMANA, NDC Programme Coordinator

Date of Signing

04-Jun-2021

**Reviewed and Cleared by:**

Signature

Bernardin Uzayisaba

Name and Designation

: Bernardin UZAYISABA, A.g. Head of Unit, Sustainable Growth

Unit

Date of Signing

06-Jun-2021

**Approved by:**

Signature

Varsha Redkar-Palepu

Name and Designation

: Varsha Redkar-Palepu, Deputy Resident Representative

Date of Signing

07-Jun-2021

**ANNEX 1: PROJECT IDEA NOTE TEMPLATE (minimum 5 pages)****I. KEY INFORMATION**

|   |  |
|---|--|
| <b>Project Title</b>                      |  |
| <b>Project location (Country, region)</b> |  |
| <b>Implementing Entity</b>                |  |
| <b>Implementing Partners</b>              |  |
| <b>Estimated budget</b>                   |  |

**II. PROJECT DESCRIPTION****A. Development challenges**

*A brief summary of the climate change related problem that the project seeks to address*

**B. Project Aims & Objectives**

*Summary of main objectives of the project, and how these will be achieved*

**C. Proposed Project Area**

*Information on the location and size of the project, with brief history and background on the area*

**D. Project Interventions & Activities**

*Summary of main objectives of the project, and how these will be achieved*

**E. Identification of Target Groups & Communities**

*Summary of who will be affected by the project; how they will benefit*

**F. Long-Term Sustainability Drivers**

*Give a brief description of the project sustainability*

**G. Proposed Governance Structure**

*Summary of project management team/institutional experience and responsibilities*

## ANNEX 2. PROPOSED FULL PROJECT PROPOSAL TEMPLATE

## PROJECT PROPOSAL TEMPLATE

| PROJECT IDENTIFICATION   |   |
|--|---|
| Project title:   |   |
| Country:   | Implementing partner: E.g. <b>Ministry of Environment</b>                           |
| Project category<br><i>Indicate if the project consists of adaptation or mitigation</i>  | Estimated mitigation potential (tCO <sub>2</sub> eq over lifespan)                  |
|  | Estimated adaptation potential (number of direct beneficiaries and % of population) |
| Indicative total project cost (funding + co-finance)   | USD   |
| Estimated funding  | USD   |
| Estimated co-financing   | USD   |
| Estimated duration of the project  |   |
| Project summary: Briefly (no more than 300 words) describe the problem, project rationale, objectives, approach and the expected results of the project. |   |
| ...  | <i>... add additional rows if necessary</i>   |

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## II. DEVELOPMENT CHALLENGES

**At least 10 pages**

*Describe the climate change related problem that the project seeks to address. The problem statement should be based on a clear causal chain analysis, which subsequently links to the Theory of Change, describing root causes, underlying causes and immediate causes. This section includes the description of climate vulnerabilities and impacts, GHG emissions profile, and mitigation and adaptation needs that the prospective intervention is envisaged to address.*

*Include evidence demonstrating the magnitude of the problem, and how it affects different population groups (e.g. women, youth, people with disabilities); Describe why it is important to address the problem in terms of building resilience to climate change.*

*Describe how addressing this challenge is consistent with national priorities in policies, strategies and plans or reports including the updated NDC and GGCRS and relevant multilateral conventions/agreements.*

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## III. PROJECT STRATEGY

**At least 8 pages**

*Describe the expected set of components/outputs and subcomponents/activities to address the above barriers identified that will lead to the expected outcomes.*

*Elaborate a theory of change by explaining **how** and **why** the strategy that this project recommends is the most appropriate approach to address the development challenge outlined above. Develop a solution tree, building on the causal chain analysis (Section II) outlining possible pathways and solutions to address the stated problem(s). Specify any assumptions underlying the identified solutions and select the most suitable solution pathway(s) for the project. Include a theory of change diagram outlining the selected approach, assumptions and risks identified to the logic of the approach chosen.*

*Describe how activities in the proposal are consistent with national regulatory and legal framework, if applicable.*

*Please provide a brief overview of the key financial and operational risks and any mitigation measures identified at this stage.*

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## IV. RESULTS AND PARTNERSHIPS

**Minimum 15 pages**

**Expected Results:** *The text under this heading should translate the strategy above into the work that will be done through the project. Per project component and intended outcome, describe the planned interventions and outputs to be delivered, linking this to the theory of change. State what change can be expected and attributable to the project, and the higher level change the project will contribute to.*

**Partnerships:** *Describe how the project will work with partners to achieve results. Briefly map what other stakeholders and initiatives are doing to address the development challenge this project is also addressing and how their work is critical to the achievement of the results of this project (this can be presented as a table).*

**Risks:** *Specify the risks that might prevent the project results from being achieved and the social and environmental risks posed by the project. Reference the Environmental and Social Management Framework (or other safeguards management plan), if required, which is also to be included as a separate Annex. If further assessment and management plan(s) are to be undertaken during project implementation, then specify which project activities cannot commence until those plans are in place. Description of a project-level Grievance Redress Mechanism, if required, should be included in the management plan (if prepared) or in an annex.*

**Stakeholder engagement plan:** *A stakeholder engagement plan must be included in Annex or be included in this section. A comprehensive, gender-responsive stakeholder engagement plan is required for all projects that are considered "high risk" (as per social and environmental screening procedure). If the plan is annexed, then use this section to provide a summary on how stakeholders will be consulted and involved in project activities and monitoring, the means and timing of engagement, how*

information will be disseminated, and an explanation of any resource requirements throughout the project/program cycle to ensure proper and meaningful stakeholder engagement.

**Gender equality and Women's Empowerment:** A gender analysis and gender action plan must be included as a separate Annex. Summarize main recommendations of the gender analysis and key elements of the gender action plan in this section, clearly outlining what the project will do to address gender equality in project outcomes. Indicate whether the project expects to include any gender-responsive measures to address gender gaps or promote gender equality and women's empowerment? (Yes/No). Indicate in which results area(s) the project is expected to contribute to gender equality: closing gender gaps in access to and control over natural resources; improving women's participation and decision making; and or generating socio-economic benefits or services for women. Indicate (yes/no) whether the project's results framework or logical framework include gender-responsive indicators? Use [GEF Guidelines on Gender Equality](#).

**Innovativeness, Sustainability and Potential for Scaling Up:** Describe how the project will use relevant national systems and specify the transition arrangements to sustain and/or scale-up project results. How will the intervention continue to be implemented without funder's financing once the project is completed?

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## V. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

**Roles and responsibilities of the project's governance mechanism: Minimum 5 pages**

- **Implementing Partner:** The Implementing Partner for this project is [.....]  
The Implementing Partner is responsible for .....
- **Responsible Parties:** When identified in advance, list the roles and responsibilities of the Responsible Parties..
- **Project stakeholders and target groups:** Describe how project target groups will be engaged in decision making for the project.
- Project organisation structure

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## VI. RISK MANAGEMENT

Identify potential risks and propose the strategy to overcome/minimize them- **Minimum 4 pages**

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**VII. PROJECT RESULTS FRAMEWORK**

| EXPECTED<br>OUTPUTS | OUTPUTS<br>INDICATORS | DATA<br>SOURCES | BASELINE |      | TARGETS |        |        |        |        | DATA<br>COLLECTION<br>METHODS &<br>RISKS |
|---------------------|-----------------------|-----------------|----------|------|---------|--------|--------|--------|--------|--|
|                     |                       |                 | Value    | Year | Year 1  | Year 2 | Year 3 | Year 4 | Year 5 |  |
|                     |                       |                 |          |      |         |        |        |        |        |  |
|                     |                       |                 |          |      |         |        |        |        |        |  |
|                     |                       |                 |          |      |         |        |        |        |        |  |

## VIII. MONITORING AND EVALUATION (M&E) PLAN

### A. MONITORING PLAN

| Monitoring                                   | Indicators  | Targets   | Description of indicators and targets                                 | Data source/Collection Methods <sup>1</sup>  | Frequency | Responsible for data collection                                | Means of verification                               | Risks/Assumptions   |
|--|---|---|---|--|-----------|--|---|---|
| Project objective from the results framework | <i>Indicator 1</i><br>Copy from results framework | Split out midterm and end of project targets as needed. | Describe the indicator and detail how the target values were derived. | List the source of the baseline data and targets and explain how this data was collected and how it should be collected during project implementation. Detail which methodology should be used | Annually  | For example, National Office of Statistics; Project consultant | Consultant report<br><br>National statistics report | Explain risk and assumptions that were made when the objective was selected, and the project theory of change developed. What risks were identified that if materialized will stop the project from reaching its objective/outcome. Include any assumptions made when estimating the target values. |
|  | <i>Indicator 2</i>                                |   |   |  |           |  |   |   |

### B. EVALUATION PLAN

| Evaluation Title          | Partners (if joint) | Related Strategic Plan Output | Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|---------------------------|---------------------|-------------------------------|---------|-------------------------|-----------------------------|----------------------------|
| e.g., Mid-Term Evaluation |                     |                               |         |                         |                             |                            |

## IX. MULTIYEAR WORK PLAN



| EXPECTED OUTPUTS | PLANNED ACTIVITIES     | Planned Budget by Year |    |    |    |    | RESPONSIBLE PARTY | KEY PARTNERS | PLANNED BUDGET |                    |        |
|------------------|------------------------|------------------------|----|----|----|----|-------------------|--------------|----------------|--------------------|--------|
|                  |                        | Y1                     | Y2 | Y3 | Y4 | Y5 |                   |              | Funding Source | Budget Description | Amount |
| <b>Output 1</b>  | e.g. 1.1               |                        |    |    |    |    |                   |              |                | e.g. Consultant    |        |
|                  | 1.2                    |                        |    |    |    |    |                   |              |                | e.g. Trainings     |        |
|                  | 1.3                    |                        |    |    |    |    |                   |              |                | e.g. Workshops     |        |
|                  | Sub-Total for Output 1 |                        |    |    |    |    |                   |              |                |                    |        |



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## **ANNEXES**

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Stakeholder Engagement Plan**
- 4. Gender analysis and gender action plan**