



Terms of Reference for the Recruitment of the consultancy firm “Building Transformative Policy and Financing Frameworks to Increase Investment in Biodiversity Management (BIOFIN)”

Application type	Open for national and international external firms
Category	Environment and Biodiversity Finance
Duty station	Kigali, Rwanda
Expected starting date	As soon as possible

1. Background

The Government of Rwanda has got the support from UNDP to implement a project “**Building Transformative Policy and Financing Frameworks to Increase Investment in Biodiversity Management (BIOFIN)**”. The project intends to support the Government of Rwanda to mainstream biodiversity in policies and programs across sectors in national and local levels and more importantly to measure the current biodiversity expenditures, access the financial needs in the medium term and identify the most suitable financial solutions to bridge the biodiversity national financing gap. The Government of Rwanda has already made substantive progress on the biodiversity conservation and management including the setup of the National Biodiversity Strategy and Action Plan (NBSAP). In spite of many tools and data sources, biodiversity remains difficult to quantify precisely the financial expenditures on biodiversity conservation and it is still a challenge to find resources required to implement NBSAP. But precise answers are needed to advise the Government of Rwanda on resource mobilization in biodiversity conservation and its contribution to national economy represented as GDP which does not normally capture non-market goods and services provided by ecosystems.

Against this background, the BIOFIN project has been designed by UNDP to support the Government to put in place resource mobilization framework based on scientifically sound analyses and assessments such as biodiversity policy and institutional review, biodiversity expenditure review, biodiversity finance needs assessment as well as NBSAP costing. This will be accompanied with solid Biodiversity financial plan and development of proposals for NBSAP implementation to achieve Aichi Target. The BIOFIN is a 3 year project and has the following components:

Component 1. Analyze the integration of biodiversity and ecosystem services in sectoral and development policy, planning and budgeting

Component 2. Assess future financing flows, needs and gaps for managing and conserving biodiversity and ecosystem services



Component 3. Develop comprehensive national Biodiversity Finance Plan / Resource Mobilisation Strategies to meet the biodiversity finance gap

Component 4. Initiate implementation of the Biodiversity Finance Plan at the national level

UNDP therefore seeks the services of a team of experts (a firm) to assess Rwanda’s policy and institutional framework for biodiversity, biodiversity expenditure review, biodiversity finance needs as well as the cost required for NBSAP implementation and to develop biodiversity financial plan and new project proposals for NBSAP implementation in Rwanda.

2. Objective and Scope of work

The assignment is aimed at developing a methodology for mainstreaming biodiversity into national development and sectoral planning to address the biodiversity financial gap. First, the firm will conduct a comprehensive assessment of the funding baseline and an evaluation of the true costs and cost effectiveness of biodiversity management. Secondly, the selected firm will provide to the Rwanda Environment Management Authority (REMA) with credible hard data on the amount of funding needed to address biodiversity loss, taking cost-effectiveness into account which will allow the country to have a sound business case for expenditure on biodiversity management. In order to meet the new targets set by the Convention on Biological Diversity (CBD) for 2011-2020, also known as the Aichi Biodiversity Targets, efforts to address the underlying challenges will need to be drastically scaled up.

The selected firm is expected to accomplish the following tasks as broadly indicated herein:

- To carry out the Policy and Institutional Review (PIR)
- To undertake Biodiversity Expenditure Review (BER)
- To undertake NBSAP costing study
- To assess biodiversity finance needs
- To develop the National Biodiversity Finance Plan
- To develop policy briefs for decision makers and wider stakeholders (the policy briefs should include a “Business case for Biodiversity”)
- To facilitate validation and dissemination workshops

Expected deliverables

The selected firm will provide the following sets of deliverables per project components.

Deliverables	Component 1a (PIR)	Component 1b (BER)	Component 2 (NBSAP costing/BD needs assessment)	Component 3 (National Biodiversity Finance Plan Development)	Component 4 (Biodiversity finance proposals)



Set of deliverables 1	<ul style="list-style-type: none"> Inception report¹ of PIR 	<ul style="list-style-type: none"> Inception report of BER 			
Set of deliverables 2	<ul style="list-style-type: none"> Draft report Validation workshop & its report 	<ul style="list-style-type: none"> Draft report including Draft biodiversity finance needs assessment (FNA) Validation workshop & its report 	<ul style="list-style-type: none"> Draft report Validation workshop & its report 		
Set of deliverables 3	<ul style="list-style-type: none"> Final report 	<ul style="list-style-type: none"> Final report of BER Final report of biodiversity FNA 	<ul style="list-style-type: none"> Final report 	<ul style="list-style-type: none"> Feasibility study on financing mechanisms 	
Set of deliverables 4	<ul style="list-style-type: none"> Policy brief²; Dissemination workshop 	<ul style="list-style-type: none"> Policy brief; Dissemination workshop 	<ul style="list-style-type: none"> Policy brief; Dissemination workshop 	<ul style="list-style-type: none"> Draft National Biodiversity Finance Plan 	
Set of deliverables 5				<ul style="list-style-type: none"> Final Plan Validation workshop report Policy brief and dissemination workshop 	<ul style="list-style-type: none"> Summary video on biodiversity finance in Rwanda for purpose of South-South cooperation

3. Duration of the contract

The assignment is expected to take the total period of six calendar months after signing of the contract. The assignment allows for a total workload of 12 person months divided among three experts which can be indicatively divided according to the table below:

¹ Including desk study, data collection, consultation workshop report both public and private sector

² Synthesis report for policy makers



Consultant	Person-month
Team Leader & PIR Expert	4
Biodiversity Finance Expert	4
Biodiversity/Environmental Economist	4
Total estimated duration	12

The selected firm should provide a proposal of time schedule and methodology to the technical team³ for consideration, one week after the inception meeting with the Team.

4. Institutional arrangement

UNDP will contract the best and most competitive firm to undertake the assignment as described in this ToR. The firm will directly report to the Director General of Rwanda Environment Management Authority (REMA), receive guidance from a technical team composed of i) focal points from the coordinator of single project implementation unit (SPIU) of REMA, ii) the BIOFIN project coordinator in REMA, iii) UNDP project focal point and iv) BIOFIN project lead expert to be separately hired from this recruitment who will arrange appropriate technical supervision. All deliverables should be accepted and approved by the technical team before any payment to be made.

5. Duty station

The duty station of the work is Kigali, Rwanda. However, the firm may be required to travel to sites outside Kigali as appropriate.

6. Expected responsibilities and required expertise and qualification

1) Firm profile

- A national or international selected consulting firm is sought to carry out the assignment as highlighted in this terms of reference. Eligible firms should demonstrate working experience in the domain following:
 - Environmental and Biodiversity finance knowledge;
 - Biodiversity finance policy and institutional review;
 - Public environmental expenditure review or public and private expenditure review. Biodiversity expenditure review is an added advantage;
 - Elaboration of NBSAPs or costing of NBSAP; and
 - Biodiversity conservation.
- Working experience in East Africa specifically in Rwanda is an added advantage.

³ The technical team is defined in the following section 4. Institutional arrangement.



- Detailed curriculum vitae of each proposed expert should be submitted in no more than three pages featuring relevant experience and qualifications.
- The team for this assignment will be composed of at least three of the following educational, expertise and experience requirements.

2) Composition of the firm (experts) and requirements

a) **Policy and Institutional Review (PIR) Expert - Team leader of the firm**

Responsibilities:

- The Policy and Institutional Review Expert will be the team leader of the firm and his/ her primary responsibility is to supervise the consultants to firm and to make sure that all deliverables meet standard and quality requested by the client and submit them within the deadline. As PIR expert he/she has the responsibility to deliver the Biodiversity Finance Policy and Institutional Review (PIR), following guidance provided through the current BIOFIN Workbook in collaboration from the national BIOFIN technical team, the government, key stakeholders, and the BIOFIN Global team. The PIR expert should include specific recommendations for improvements in the institutional framework, as well as identification of policy areas where BIOFIN can provide strategic inputs. He/she also provides horizontal inputs to all other national BIOFIN outputs, including the Biodiversity Expenditure Review, Finance Needs and Gap Assessment, and Biodiversity Finance Plan, as well as provides feedback on the methodological approach to BIOFIN. He/she will play a leading role in the preparation and write-up of the PIR under the BIOFIN process together with Government counterparts. Key duties and responsibilities will include the followings:

i) To provide technical expertise to BIOFIN outputs

- Lead completion of Biodiversity Finance Policy and Institutional Review, under supervision of the national technical team of BIOFIN following the current BIOFIN Workbook and associated guidance materials;
- Carry out a desk review to map existing studies on biodiversity finance policies and institutions, including existing economic valuations undertaken in the country (in cooperation with the biodiversity finance expert), the NBSAP and 5th National Biodiversity Report, and any available documents.
- Carry out a review of sectoral policies and practices concerning the both positive and negative impacts on conservation and sustainable use of biodiversity.
- Carry out a stakeholder analysis identifying specific roles in biodiversity financing and the alignment of organizations with national biodiversity goals and objective.
- Produce an outline, draft and final Biodiversity Finance Policy and Institutional Review in close collaboration with the national BIOFIN technical team and Global BIOFIN team.
- Coordinate the compilation of relevant data and liaise with relevant Ministries and partners as required and complete all information collection for the PIR.
- Integrate sections on financing mechanism and subsidies developed by the Lead Expert into the PIR.



- Develop the sections on the institutional framework for the Finance Strategy and support the development of the legal aspects of the feasibility studies for priority in financing mechanisms.

ii) To work on outreach and communication

- Prepare and facilitate workshops, meetings, networking and presentations as required, completing parts of the Policy and Institutional Review and engaging stakeholders.
- Provide arrangement and coordination as a team leader of the firm and make clear communications among the stakeholders, the government as well as other actors participating in BIOFIN nationally and globally, especially the national technical team
- Provide comments and feedback on how to improve the BIOFIN methodology and project effectiveness.

iii) Knowledge Management

- Document decisions and assumptions made while completing parts of Policy and Institutional Review.
- Support report writing and document preparation, such as policy briefs and information notes to communicate BIOFIN objectives and results to key stakeholders.
- Document lessons learned from conducting the BIOFIN project ranging from institutional considerations to technical issues.
- Support the preparation of reports and case studies, as required, for submission to global meetings (e.g. COP13) and donor reports.

Education

- Advanced Degree (Masters or higher) in law, political studies, degree in economics/ finance/ environmental/ natural resource management in combination with equivalent relevant work experience.

Competencies

- Strong analytical, writing and communication skills.
- Ability to prepare clear publications, reports and presentations.
- Ability to work with a multidisciplinary and multicultural team.
- Strong motivation and ability to work and deliver under short deadlines.
- Focuses on impact and result for the client and responds positively to critical feedback.
- Able to work independently with little or no supervision.
- Familiarity with the government, especially the Ministry of Finance and/or the Ministry of Environment/Natural Resources, is strongly desired.

Experience

- At least 5 years of experience, preferably in policy and institutional issues at a senior level;
- 3 years of experience in collaborating with international and national experts and institutions;
- Exposure to environmental or biodiversity issues at least 3 years is highly desirable but not required;



- 5 years of experience in carrying out similar studies and assessments;
- Sound understanding of key software packages (MS Office);
- Excellent written and verbal communication skills in English.

b) Biodiversity Finance expert

Responsibilities

The Biodiversity Finance expert will be responsible to complete the Biodiversity Expenditure Review (BER) and the Biodiversity Finance Needs Assessment (FNA) following the guidance provided by the current version of the BIOFIN Workbook in close collaboration with the BIOFIN Lead Expert and the team leader of the firm and with detailed data and analytical support provided by the Biodiversity/Environmental Economist. The Biodiversity Finance expert will also provide input to all other national BIOFIN outputs, including the Policy and Institutional Review, Biodiversity Finance Needs Assessment and detailed feasibility study for priority finance mechanisms in the Biodiversity Finance Plan. The expert will also contribute to the Summary for Policy Makers (Policy brief) and provide input to the feedback on the BIOFIN methodological framework.

The Biodiversity Finance expert explores national and subnational level budgeting and biodiversity expenditures of different organizations, agencies, ministries, NGOs and private sector actors. The Environmental Finance expert will produce drafts and analyses that will be reviewed and ultimately validated by the Lead Expert, the national Technical team, and the BIOFIN Global Team.

Specific tasks

i) Technical Expertise

Policy and Institutional Review

- Carry out an inventory of existing Biodiversity Financing Mechanisms in the country
- Carry out a review of existing economic valuation studies relevant to the BIOFIN process.

Biodiversity Expenditure Review

- Carry out a desk review to map existing studies/information/databases on biodiversity expenditures, including an overview of earlier environmental expenditure reviews.
- Develop a proposed national definition for “biodiversity expenditures”, based on the BIOFIN methodology.
- Develop work plan for the Biodiversity Expenditure Review for discussion with the national BIOFIN technical team and BIOFIN Global Senior Technical Advisor.
- Determine a target list of organizations to include in the analysis.
- Establish a system to tag biodiversity expenses into categories (Aichi, BIOFIN, NBSAP themes, etc.) and a system of coefficients / attribution to estimate contribution of mixed actions towards biodiversity.
- Conduct the expenditure review on budgets and expenditures dating back to 2004 (if possible) to the most recent complete year, following BIOFIN Workbook for guidance (includes sources of funding, subsidies, and biodiversity based revenues)
- Analyse the total biodiversity-related expenditures filtered by major strategy groups using BIOFIN taxonomy (or national categories such as NBSAP).



- Coordinate the compilation of relevant data and liaise with relevant Ministries and partners as required and complete all BIOFIN data entry sheets for the BER.
- Organise bilateral consultation meetings/interviews/discussions with national level stakeholders to define then validate the attribution of biodiversity significance in all relevant expenditures.
- Assess the extent of integration of biodiversity financing in development cooperation including Official Development Assistance (ODA) and document trends in development cooperation to obtain baseline overview of support for biodiversity financing in Rwanda from development cooperation/ODA, project a future scenario and identify key challenges affecting support for financing biodiversity through development cooperation and identify opportunities for addressing them.
- Carry out a review of private sector expenditure on biodiversity financing from FY2004/05 to FY 2015/16 and document the expenditure trends to obtain baseline overview of expenditure by private sector, project a future scenario and identify key challenges affecting private sector expenditure on biodiversity financing and identify opportunities for addressing them.
- Carry out review of bilateral and multilateral support for biodiversity conservation including south-south cooperation and document the bilateral support trends to obtain baseline overview of bilateral and multi-lateral support for biodiversity financing in Rwanda, project a future scenario and identify key challenges affecting bilateral and multi-lateral support for financing biodiversity in Rwanda and identify opportunities for addressing them.
- Applying budget projections and other assumptions, estimate future funding baseline under a “Business-As-Usual Scenario”: an analysis of projected estimated funding in the future.
- Based on international best practises and the BIOFIN Workbook, develop and implement a specific strategy for data collection of the private sector and organise dedicated consultation meetings with private sector stakeholders (e.g. chamber of commerce, multinationals) on tracking biodiversity expenditures.
- Based on results from the national consultation workshop, develop the draft BIOFIN Biodiversity Expenditure Review for review by the national BIOFIN technical team and global BIOFIN Senior Technical Advisor.
- Develop the final Biodiversity Expenditure Review for review by the national BIOFIN technical team and global BIOFIN Senior Advisor and present at the validation workshop.

NBSAP Costing study

- Develop the conception and preparation of the NBSAP costing study and data collection with guidance from the BIOFIN Lead Expert

Biodiversity Finance Needs Assessment (FNA)

- Review the BIOFIN Workbook methodology, examples from other BIOFIN countries, the latest NBSAP and the 5th National Biodiversity Report to develop an initial workplan and outline for the FNA.
- Consult with the NBSAP team and government entities responsible for NBSAP implementation to obtain background information about NBSAP activities and government budgeting processes.



- Work with the BIOFIN Lead Expert to review the scope of the NBSAP, its alignment with other national policies, and identify policy areas and activities that are not covered by the existing NBSAP.
- Review the activities listed in the NBSAP and other key strategic documents to assess if they are detailed and quantified enough for their budgets to be estimated in detail. If not, work with the NBSAP team and other relevant stakeholders to define clearly the NBSAP actions so that they can be budgeted.
- Coordinate the compilation of relevant data and liaise with relevant Ministries and partners as required and facilitate a national consultation workshop to define the finance needs of all major biodiversity programmes.
- Develop detailed calculations and complete all datasheets related to the national biodiversity finance needs.
- Facilitate a workshop to validate the cost assumptions and models and refine the analysis through additional meetings as needed.
- Compare the results of the BER future projections with the FNA in as great as detail as the categories allow and produce an estimate of the financing gap.
- Develop a draft report for the Biodiversity Finance Needs Assessment for discussion at the validation workshop and review by the national and global BIOFIN teams.
- Produce the final report of the Biodiversity Finance Needs Assessment.

Biodiversity Finance Plan

- Support the BIOFIN Lead Expert in the conception and preparation of the BFP.
- Conduct detailed feasibility analyses on a range of financing mechanisms depending on knowledge and experience.

ii) Project Outreach and Communication

- Preparation and facilitation of workshops, meetings, networking and presentations as required, to complete the Biodiversity Expenditure Review and engage stakeholders.
- Train at least 30 national level stakeholders on the basics concepts of expenditure reviews and work to develop the capacity of direct government counterparts.
- Provide substantive comments and feedback on how to improve the BIOFIN methodology.

iii) Knowledge Management

- Document decisions and assumptions made while completing the Biodiversity Expenditure Review and the Biodiversity Finance Needs Assessment.
- Document lessons learned from conducting the BIOFIN project ranging from institutional considerations to technical issues.
- Prepare reports and case studies, as required, for submission to global meetings (e.g. CBD COP).



Education

- Advanced Degree (Masters or higher) in finance, economics, business management or a closely related field, or equivalent relevant work experience, preferably with an environment / biodiversity focus.

Competencies

- Strong analytical, writing and communication skills.
- Ability to prepare publications, reports and presentations.
- Ability to work with a multidisciplinary and multicultural team.
- Strong motivation and ability to work and deliver under short deadlines.
- Focuses on impact and result for the client and responds positively to critical feedback.
- Able to work independently with little or no supervision.
- Familiarity with the government, especially the Ministry of Finance and/or the Ministry of Environment/Natural Resources, is strongly desired.

Experience

- At least 5 years of experience, preferably in environmental finance, accounting, economics, management or related field.
- 3 years of experience in collaborating with international and national experts and institutions.
- At least 5 years of exposure to environmental or biodiversity issues are desirable.
- Sound understanding of key software packages (MS Office)
- Previous experience with expenditure reviews would be an asset.
- Excellent written and verbal communication skills in English

c) Biodiversity/Environmental Economist

Responsibilities:

The Biodiversity/Environmental Economist will be responsible to support the Biodiversity Finance expert and the team leader of the firm with the data collection, analysis and other aspects to complete the Biodiversity Expenditure Review (BER) and the Biodiversity Finance Needs Assessment (FNA) following the guidance provided by the current version of the BIOFIN Workbook. The Biodiversity/Environmental Economist will also provide input to other national BIOFIN outputs, including Biodiversity Finance Plan. The Biodiversity/Environmental Economist will also provide input to the feedback on the BIOFIN methodological framework.

Specific tasks

i) Technical expertises

Biodiversity Expenditure Review

- Carry out a desk review to map existing studies/information/databases on biodiversity expenditures, including an overview of earlier environmental expenditure reviews.
- Support the Biodiversity Finance Expert to establish a system to tag biodiversity expenses into categories (Aichi, BIOFIN, NBSAP themes, etc.) and a system of coefficients / attribution to estimate contribution of mixed actions towards biodiversity.



- Gather data from the targeted organizations to conduct the expenditure review on budgets and expenditures dating back to 2004 (if possible) to the most recent complete year. Follow BIOFIN Workbook for guidance (includes sources of funding, subsidies, and biodiversity based revenues)
- Develop tools or use the BIOFIN excel tool to analyse the total biodiversity-related expenditures filtered by major strategy groups using BIOFIN taxonomy (or national categories such as NBSAP).
- Coordinate the compilation of relevant data and liaise with relevant Ministries and partners as required and complete all BIOFIN data entry sheets for the BER.
- Based on international best practises and the BIOFIN Workbook, work closely with the Biodiversity finance expert to develop and implement a specific strategy for data collection of the private sector and organise dedicated consultation meetings with private sector stakeholders (e.g. chamber of commerce, multinationals) on tracking biodiversity expenditures.
- Based on results from the research, analysis and the national consultation workshop, work with the Biodiversity finance expert to develop the draft BIOFIN Biodiversity Expenditure Review for review by the national BIOFIN technical team and global BIOFIN Senior Technical Advisor.
- Assist the Biodiversity Finance Expert to develop the final Biodiversity Expenditure Review for review by the national BIOFIN team and global BIOFIN Senior Advisor and present at the validation workshop.

NBSAP Costing study

- Support extensively the Biodiversity Finance expert in the conception and preparation of the NBSAP costing study and data collection with guidance from the BIOFIN Lead Expert

Biodiversity Finance Needs Assessment (FNA)

- Review the BIOFIN Workbook methodology, examples from other BIOFIN countries, the latest NBSAP and the 5th National Biodiversity Report and work with the Biodiversity finance expert to develop an initial workplan and outline for the FNA.
- Together with the Biodiversity finance expert, review the activities listed in the NBSAP and other key strategic documents to assess if they are detailed and quantified enough for their budgets to be estimated in detail. If not, work with the NBSAP team and other relevant stakeholders to define clearly the NBSAP actions so that they can be budgeted.
- Compile relevant data and liaise with relevant Ministries and partners as required and provide technical support to a national consultation workshop to define the finance needs of all major biodiversity programmes.
- Develop detailed calculations and complete all datasheets related to the national biodiversity finance needs.
- Support the workshop to validate the cost assumptions and models and refine the analysis through additional meetings as needed.
- Compare the results of the BER future projections with the FNA in as great as detail as the categories allow and produce an estimate of the financing gap.
- Work with the Biodiversity finance expert to develop a draft report for the Biodiversity Finance Needs Assessment for discussion at the validation workshop and review by the national and global BIOFIN teams.



- Support the Biodiversity Finance Expert to produce the final report of the Biodiversity Finance Needs Assessment.

Biodiversity Finance Plan

- Support the BIOFIN Lead expert, the team leader of the firm and the Biodiversity finance expert in the conception and preparation of the BFP.

ii) Project Outreach and Communication

- Prepare and facilitate of workshops, meetings, networking and presentations as required, to complete the Biodiversity Expenditure Review and engage stakeholders.
- Provide substantive comments and feedback on how to improve the BIOFIN methodology.

iii) Knowledge Management

- Document decisions and assumptions made while completing the Biodiversity Expenditure Review and the Biodiversity Finance Needs Assessment.
- Document lessons learned from conducting the BIOFIN project ranging from institutional considerations to technical issues.
- Assist with the preparation of reports and case studies, as required, for submission to global meetings (e.g. CBD COP)

Education

Advanced degree (Masters or higher) in finance, accounting, economics, business management or a closely related field, or equivalent relevant work experience. Having a specific major on economics of environment, biodiversity or natural resources is a strong advantage.

Competencies

- Strong analytical, writing and communication skills.
- Strong ability to work with Excel and including knowledge of formulas and pivot tables at minimum.
- Ability to prepare publications, reports and presentations.
- Ability to work with a multidisciplinary and multicultural team.
- Strong motivation and ability to work and deliver under short deadlines.
- Focuses on impact and result for the client and responds positively to critical feedback.
- Able to work independently with little or no supervision.
- Familiarity with government strongly desired.

Experience

- At least 5 years of experience, preferably in finance, accounting, economics, management or related field.
- Experience in collaborating with international and national experts and institutions.
- Exposure to environmental issues or biodiversity is highly desirable.
- Sound understanding of key software packages (MS Office)



- Previous experience with expenditure reviews would be an asset.
- Excellent written and verbal communication skills in English

7. Payment modalities

The firm shall be paid of the fees upon completion of the sets of deliverables indicated in the section 3. Expected deliverables.

Deliverables	Timeframe	Payment	Condition
Set of deliverables 1	after 1 month	20%	Approval and acceptance of the project technical team after completion and submission of Set 1
Set of deliverables 2	after 3 months	20%	Approval and acceptance of stakeholders at validation workshops after completion and submission of Set 2
Set of deliverables 3	after 4 months	30%	Approval and acceptance of the project technical team after completion and submission of Set 3
Set of deliverables 4	after 5 months	10%	Approval and acceptance of the project technical team after completion and submission of Set 4
Set of deliverables 5	after 6 months	20%	Approval and acceptance of the project technical team and stakeholders at validation workshop after completion and submission of Set 5

8. Application procedure

Qualified and interested firms are hereby requested to submit bids. The bid should contain the following:

- Registration certification of the firm (applicable to national firms only)
- Firm profile featuring CVs of personnel that will undertake the respective components of the assignment;
- Brief description of why the firm considers itself as the most suitable for the assignment;
- Clear and comprehensive methodology, on how the firm will approach and complete the assignment;



- Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided.

9. Management arrangements

UNDP will contract the institution/consulting firm on behalf of the Rwanda Environment Management Authority (REMA). REMA will host the firm and will facilitate the all logistical requirements for the work of the firm. This includes office and equipment, organizing field visits and national workshops where required.

UNDP will be in charge of making payments for the firm upon request and approval of REMA certifying the government of Rwanda is satisfied with milestones achieved. A Technical Committee, led by REMA with representatives from UNDP will supervise the overall work of the assignment and guide the process at technical level and provide regular reports to REMA and UNDP senior management as well as BIOFIN global team. The technical committee will oversee the implementation of the agreed schedule of consultation activities, wide stakeholder consultation and verification of all facts in the report and oversee the production of the final Report and follow-up actions.

10. Evaluation criteria

The firm will be evaluated against the point system with a minimum threshold. Therefore, the financial proposal of only those offerors obtaining the minimum 70% score during technical evaluation should be opened. The remaining financial proposals of offerors whose technical proposals are deemed unqualified and non-responsive shall be remain unopened. The contract will be awarded to the company meeting the minimum 70% score in the technical evaluation and offering the lowest price. The technical evaluation criteria will include the following:

Criteria	Weight	Max. Point
Company profile and its capacity and relevant experiences meeting the requirement	10	10
Methodology	40	30
Team leader (PIR expert)	20	20
Advanced Degree (Master of higher) in law, political studies, economics, finance, environmental or natural resource management	8	8



At least 5 years of experience, preferably in policy and institutional issues at a senior level	5	5
5 years of experience in carrying out similar studies and assessments	5	5
Excellent written and verbal communication skills in English	2	2
Expert 1 (Biodiversity Finance Expert)	15	15
Advanced Degree (Masters or higher) in finance, economics, business management or a closely related field	8	8
At least 5 years of experience in environmental finance, accounting, economics, management preferably with an environment / biodiversity focus	5	5
Excellent written and verbal communication skills in English	2	2
Expert 2 (Biodiversity/Environmental Economist)	15	15
Advanced Degree (Masters or higher) in environment, biodiversity, biology, environmental economics, environmental or public policy	8	8
At least 5 years of experience in biodiversity field, preferably in biodiversity finance	5	5
Excellent written and verbal communication skills in English	2	2
TOTAL	100%	100

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