I. Background

The “Preparedness for Resilient Recovery Project” (2015-2016) financed by the Government of Japan and implemented by UNDP, supports five countries in Africa (Angola, Burkina Faso, Cabo Verde, Niger and Rwanda) to establish the necessary capacities to prepare for and manage recovery processes. As one of the countries supported by this project, Rwanda is expected to document its lessons learned on post-disaster recovery in order to inform and improve future recovery processes in these countries and other countries in the region.

This lessons learned from the five countries will be compiled at regional level. To ensure standardization and consistency across methodologies, thematic areas and final outputs, the regional center provided a template which is intended to guide the five Countries through the exercise. The template will be readily shared to the consultant as soon as he/she commences this work.
In Rwanda, post-disaster recovery efforts come in the form of small-scale support to affected communities. It is highly dependent on availability of resources to fund recovery. In the most recent years, post-disaster recovery is mainly undertaken by the Government, oftentimes largely dependent on the allocated resources from the annual national budget. Recently, the landslides and flood disaster that affected 3 Districts in the north-west part of the country, a more pragmatic response and early recovery efforts have been implemented by the Government (national and District level) in partnership with the One UN and other development partners. Across these range of experiences in disaster recovery, it is most important to document important lessons learned on the process in order to inform and improve future recovery interventions.

A consultant is therefore required to assist the UNDP and the Ministry of Disaster Management and Refugee Affairs (MIDIMAR) in writing this lessons learned document on disaster recovery in Rwanda. The consultant will be engaged on short-term period contract of one (1) month.

II. Objectives of the Lessons Learned Study

The overall objective of this study is to develop a document that captures the achievements, results and lessons learned of the Post-Disaster Recovery Process in Rwanda. The results of this lessons learned documentation will be used to inform, guide and improve future disaster recovery interventions in Rwanda and other countries in the region.

The specific objectives of the work are as follows:

- To collect, compile and analyze lessons on post-disaster recovery experiences and processes in Rwanda.

More specifically, the lessons learned study aims to:

- Describe briefly and analyze the country disaster risks context and hazard profile
- Describe the disaster effects and impacts, recovery planning process and recovery interventions in the country
- Analyze and systematize achievements and critical success factors in recovery and identify main challenges and how these challenges were overcome. The analysis should focus on the following key pillars of disaster recovery:
  - Institutional arrangements for recovery
  - Laws and policies for recovery
  - Post-disaster needs assessments
  - Financial mechanisms for recovery
  - Monitoring and Evaluating Recovery
  - Information and Communications Systems
III. Methodology

A standardized methodology to be used for this lessons learned documentation is elaborated in the standard template developed by the Regional Center to guide all the Country Offices in its own lessons learned research work. This template and guide will be shared to the Consultant as soon as work commences.

At minimum, the consultant is expected to utilize a combination of tools such as desk reviews, in-depth semi-structured interviews, field visits and a peer-review process. The Consultant is also given the leeway to develop any other tools which she/he deems appropriate and useful in addition to the ones cited above.

IV. Responsibility of the consultant/Scope of Work

At minimum, the Consultant will have to undertake the following:

1. In consultation with UNDP, MIDIMAR and other stakeholders, identify a disaster in focus upon which the lessons learned will largely be drawn;
2. Undertake an extensive desk review of available resources regarding disaster recovery process in Rwanda e.g. reports, case studies, policy documents, etc.;
3. Conduct in-depth semi-structured interviews with a large diversity of stakeholders and organize consultations with key partners from central and local governments, international organizations, donors, civil society, community members etc.;
4. Conduct field visits to complete and validate findings;
5. Prepare first draft report and proceed to peer-review process;
6. Finalize revision, lay-out and publication of the report (all reports should have an English version); and
7. Conduct workshop to disseminate the report and agree on way forward (action plan to implement recommendations).

V. Expected Output and Deliverables

The consultant is expected to submit the following:

<table>
<thead>
<tr>
<th>No.</th>
<th>Deliverables</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inception Report</td>
<td>▪ Work Plan, methodology, table of contents, description of activities, timeline, stakeholders to be consulted and methodology</td>
</tr>
<tr>
<td>2</td>
<td>Draft copies of Rwanda Lessons Learned in</td>
<td>▪ Quick introduction describing briefly and analyze the country disaster risks context and hazard profile ▪ Brief highlights of DRR and DRM achievements in Rwanda</td>
</tr>
</tbody>
</table>
Disaster Recovery document

 Describe the disaster effects and impacts, recovery planning process and recovery interventions in the country
 Analyze and systematize achievements and critical success factors in recovery and identify main challenges and how these challenges were overcome. The analysis should focus on the following key pillars of disaster recovery:
  o Institutional arrangements for recovery
  o Laws and policies for recovery
  o Post-disaster needs assessments
  o Financial mechanisms for recovery
  o Monitoring and Evaluating Recovery
  o Information and Communications Systems

3 Final copies of Lessons Learned in Disaster Recovery document
Draft document revised based on comments and inputs from MIDIMAR and UNDP

4 Photo archives
Any documentation photos that were taken in regards to the assignment

VI. Duration of the service

The duration of the assignment is 15 working days commencing upon signing of contract.

<table>
<thead>
<tr>
<th>Milestones</th>
<th>Time Schedule as of signing of contract</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception Report with methodology and tools</td>
<td>3 days</td>
<td>Inception report with Work Plan, methodology, table of contents, description of activities, timeline, stakeholders to be consulted and methodology</td>
</tr>
<tr>
<td>Data collection and analysis</td>
<td>3 days</td>
<td></td>
</tr>
<tr>
<td>Draft lessons learned document</td>
<td>7 days</td>
<td>Draft copy of document</td>
</tr>
<tr>
<td>Final lessons learned document</td>
<td>2 days</td>
<td>Final copy of approved Document + high resolution photos taken</td>
</tr>
<tr>
<td><strong>Total Number of days</strong></td>
<td><strong>15 days</strong></td>
<td></td>
</tr>
</tbody>
</table>
VII. Institutional Arrangement

UNDP will contract the individual consultant to undertake the assignment as described in this ToR. In order to ensure UN communication standards, UNDP communication team will be involved in the production/review process. The consultant will report to UNDP Programme Specialist/Head of Poverty and Environment Unit or any person she delegated to perform such a duty. All deliverables submitted by the individual consultant should be reviewed by a reference group which consists of UNDP and MIDIMAR and approved by UNDP before any payment is made.

VIII. Duty Station

The assignment is both field and home-based. The duty station of the work while in Rwanda will be Kigali. UNDP may provide an office space and internet for the consultant while in Kigali. All transportation regarding the consultancy for field visits should be arranged and paid by the individual consultant.

IX. Required Expertise and Qualifications:

The consultant shall meet the following qualifications:

Education

- Advanced university degree in Disaster Management, Social Science, Development studies or any other related field

Experience

- At least 3 years of experience in Disaster Management/Disaster Risk Reduction/Response/Recovery.
- At least a demonstrated experience in undertaking similar research work or lessons learned documentation or any work of similar nature
- Competence, good subject knowledge, skills and concrete experience on Disaster Risk Reduction and Management in the country.
- Specific work experience and/or partnership and coordination with Local Government Units are an advantage.
- Advanced analytical, presentation and report writing skills.
- Excellent information technology skills, including word-processing, database applications, presentation software and Internet;
- Demonstrates substantive and technical knowledge to meet responsibilities and consultancy requirements with excellence and minimum supervision

Languages

- Fluency in English
X. Payment Modality

The consultant shall be paid the consultancy fee upon completion of the following milestones.

- 40% after the submission and acceptance of the deliverable no. 1 and 2
- 60% after the submission and acceptance of the deliverable no. 3 and 4

XI. Application procedure:

Interested Applicants are required to submit the following:

- Personal CV or P11, indicating education background/professional qualifications, all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- 3 portfolios indicating similar projects conducted from the past;
- A Job Proposal: Letter of Interest, stating why you consider yourself suitable for the assignment.
- Brief proposed methodology on the approach and implementation of the assignment based on this Terms of Reference
- Financial proposal indicating an all-inclusive consultancy fee (lump sum fee) and a breakdown of expenses (unit price together with any other expenses) related to the assignment.

XII. Evaluation Criteria

Evaluation of applicants will be through combined scoring of the technical proposal i.e. proposed methodology, competencies and qualifications (70% of the total score) and the financial proposal (30% of the total score). The technical evaluation will include the following:

- Educational Background as requested: 15%;
- At least 3 years in Disaster Management/Disaster Risk Reduction/Response/Recovery: 25%
- Proven track record of experience in undertaking similar research work or lessons learned documentation or any work of similar nature: 25%
- Tangible reference and portfolio of previous similar assignments: 20%
- Knowledge, understanding and experience of working in Rwanda: 5%
- Fluency in English: 10%.

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.