



International Foresight Expert to Review the Green Growth and Climate Resilience Strategy in Rwanda

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| Application type: | External vacancy |
| Job Title: | International Foresight Expert |
| Category | Environment / Innovation |
| Duty station | Home based with visits to Rwanda |
| Application Deadline: | 27 June 2019 |
| Type of contract: | Individual Consultant |
| Expected starting date: | Immediately |
| Duration | 60 working days over 10 calendar months |

1. Background

The Green Growth and Climate Resilience Strategy (GGCRS) was adopted in 2011 with a vision for Rwanda to be a developed, climate-resilient and low-carbon economy by 2050. Guiding principles of the strategy indeed included Economic Growth and Poverty Reduction; Good Regional and Global Citizenship; Sustainability of the Environment and Natural resources; Gender Equality and Equity; and Welfare and Wellness of all citizens in a growing population. The GGCRS set out strategic objectives to achieve Energy Security and a Low Carbon Energy Supply that supports the development of Green Industry and Services; to achieve Sustainable Land Use and Water Resource Management that results in Food Security, appropriate Urban Development and preservation of Biodiversity and Ecosystem Services; and to achieve Social Protection, Improved Health and Disaster Risk Reduction that reduces vulnerability to climate change. 14 Programmes of Actions were formulated for reaching the vision and achieving the strategic objectives and launched under the mainstreaming mandate of the ministry responsible for environment and climate change: 1) Sustainable intensification of small scale farming; 2) Agricultural diversity for local and export markets; 3) Integrated Water Resource Management and Planning; 4) Sustainable Land Use Management and Planning; 5) Low carbon mix of power generation for national grid; 6) Sustainable small-scale energy installations in rural areas; 7) Green industry and private sector investment; 8) Climate compatible mining; 9) Efficient resilient transport systems; 10) Low carbon urban settlements; 11) Ecotourism, Conservation and PES Promotion; 12) Sustainable forestry, agro-forestry and biomass energy; 13) Disaster Management and Disease Prevention and; 14) Climate data and projections.

The GGCRS proposed enabling pillars that needed to be put in place to support its implementation that included: Institutional Arrangements; Finance; Capacity Building and Knowledge Management, Technology, Innovation and Infrastructure as well as Integrated Planning and Data Management.

2018 evaluation of the GGCRS implementation confirmed that the strategy is still highly relevant to Rwanda's long term Vision 2020/2050 as well as the Sustainable Development Goals (SDGs) agenda 2030 as well as to the medium term development framework EDPRS 2 that has given way to the first phase of the National Strategy for Transformation (NST-1) for 2018 to 2024. Indications of relevance as discussed are highlighted by the enabling pillars priorities that have been put in place for the implementation of the strategy including the institutionalization of FONERWA and the acquisition of climate finance as well as forging regional and international partnerships in climate action such as the Kigali Amendment of Montreal Protocol, membership of the NDC Partnership and the Africa Green Growth Forum.

The evaluation also revealed positive indicators of POA effectiveness, sustainability and impact after almost a fifth of the implementation time horizon of 2050 and at a point of strategic change from the 5-year Economic Development and Poverty Reduction and 7-year Government Programme to the merged 7-year approach of the National Strategy for Transformation.

After 7 years of implementation, the strategy is already in need of enhancement. This implies the necessity to approach the long-term strategy building by adopting a radical future thinking linked to practical implementation. The identified good practice for such work is 'foresight'- a set of innovative strategic planning, policy formulation and solution design methods that work with alternative futures. Defined as 'a systematic, participatory, future intelligence- gathering and medium-to-long-term vision-building process aimed at enabling present-day decisions and mobilizing joint action' (UNDP Global Centre for Public Service Excellence, 2018, 'Foresight Manual – Empowered Futures for the 2030 Agenda), the method has been vigorously used by future minded governments including Singapore and also by Rwanda itself.

It is against this background that it would seem appropriate now to revise and update the GGCRS that acknowledges the enabling pillars and achieved Programmes of Action while adjusting for required enhancements and attention recommended in the evaluation. The revised GGCRS would also take cognisance of the key provisions of the new National Environment and Climate Change Policy and other relevant sectoral policies.

2. Objective

The main objective of this consultancy is to revise and update the Rwanda's Green Growth and Climate Resilience Strategy to capture emerging / potential future trends and respond to multiple scenarios for achieving a Green Economy, with a clear framework of its implementation. The International Foresight Expert, in collaboration with a national consulting firm, will support the Ministry of Environment and stakeholders to enrich research and studies on emerging trends, build future scenarios using foresight methodologies, and identify and document resilient strategies to facilitate actions toward the preferred scenario.

3. Scope of Work

Working in close consultation with the Ministry of Environment and guidance from UNDP, and all Sectors Mandated to implement the Fourteen Programs of Actions (14 PoAs) of GGCRS the consultant is required to undertake below scope of work in three phases, with specific tasks outlined below. He/she will oversee the process, provide guidance and quality assurance, be the initial contact point with the MoE / UNDP and will provide regular updates.

Phase 1: Facilitate a strategic foresight process to build scenarios

The International Foresight Expert will lead the designing of workshops, provide quality assurance to trends analysis, and facilitation of foresight exercise and scenario building. The foresight exercise is expected to be conducted in 5 steps together with technical experts and other relevant participants to build future scenarios.

Step1: Inception and Methodology Workshop: To introduce the concepts, principles, practice and methods of foresight and scenario analysis as a strategic planning tool to key stakeholders (14 PoA line institutions and other key institutions). This team of stakeholders will serve as a technical working group to oversee and guide the consultants throughout the process, as well as provide hands-on work on drafting the potential scenarios.

Step2: Horizon Scan and Trends Analysis: To guide the identification, research and analysis of a prioritised list of drivers of change, systemic factors and actors and key trends related to Green Economy and Climate Resilience in Rwanda. In addition to documenting achievements from the first 7 years and missing baselines, potential emerging trends (to be identified during the Inception Workshop) will be elaborated.

Step3: Foresight and Scenario Workshop: To design and facilitate a workshop using foresight methods to the development of scenarios, immersive futures and 'voices from the future' of Rwanda in a large foresight event (3 days; 100 participants) with representatives of all sectors in the country, academic experts and key stakeholders.

Step4: Scenario Narratives: To construct out of the materials produced in Step 1-3 scenario narratives of alternative futures that explore the cross-sectoral impact of priority areas, benefit-cost compared to the business-as-usual, identify trade-offs and synergies and emphasise strategic opportunities with the support of the technical working group.

Step5: Validation of scenarios and strategic directions: Validate the preferred and other potential scenarios (3-4) for the future of Green Economy in Rwanda built in Phase 1, along with potential strategic change drivers such as different configurations of PoAs, key areas of interventions, risk mitigation and M&E.

Phase 2: Revise the GGCRS document

Based on the validated scenarios and strategic directions, consultants will then develop strategies to facilitate the achievements of the preferred scenarios, while mitigating risks of the less preferred scenarios. The International Foresight Expert will structure, guide and provide quality assurance to below tasks, which will be undertaken by a team of experts (national consulting firm) to ensure the production of a robust and resilient strategy.

- 1) Revise the narratives of the strategy in accordance to the scenario and strategic directions agreed with stakeholders.
- 2) Formulate smart indicators with a clear monitoring and evaluation framework in consultation with mandated sectors.
- 3) Elaborate an implementation plan for the whole strategy on short term, medium term and long-term plan with clear targets to achieve by each mandated institution
- 4) Identify and document risks and mitigation measures to better implement the strategy based on the previous experiences under the current GGCRS.

- 5) Analyse and include as necessary the Circular Economy concept and other provisions of the new Environment and Climate Change Policy in the revised strategy as new POAs or embedded among the existing 14 POAs.
- 6) Assess and suggest how Natural Capital Accounting can be integrated in the revised strategy to facilitate the implementation of Payment of Ecosystem Services with clear means of verifications.
- 7) Propose how green growth technologies courses can be embedded in the curriculum of TVETs, Universities, Research Centres, Schools, with clear means of verification in an appropriate POA.
- 8) Reformulate the action on adequate education and training for women and girls and to extend the scope to for a program of action that supports gender mainstreaming across other programs of actions.

Phase 3: Propose a coordination mechanism with strong legal framework that include institutions and their key responsibilities and clear deliverables within a set time horizon

A clear and feasible coordination mechanism for the next 10 years (- 2030) shall be developed and annexed to the GGCRS. Tasks will include below processes, however will not be limited to, and be based on the selected scenario(s). The International Foresight Expert will oversee the process and drafting of annex, which will be conducted by the national consulting firm.

- 1) Technically support 4-5 sectors to conduct workshops to carry out green growth costings; establish the mode of implementation of such costings together with the possibilities of the financial resource mobilization to implement key indicators/targets under the revised GGCRS.
- 2) Elaborate missing baselines to report against in the future implementation of the strategy (maximum 10 studies).
- 3) Clear framework for the environment and climate change fiscal reform actions proposed based on the current needs (on energy (LPG), water users etc.) such that it becomes easy to implement should be featured in the revised strategy.
- 4) Elaborate a resource mobilization mechanism to be adopted for green growth initiatives and District Development strategies (DDSs) implementation.
- 5) Revise the Institutional mandates to implement PoAs with targets to achieve in a given time.

4. Outputs/Expected deliverables

The International Foresight Expert will provide the following key deliverables:

Deliverable 1: Inception Report, with a clear methodology for the foresight exercise and subsequent strategy revision activities. To be validated by the stakeholders technical working group. Estimated 3 work days, to be submitted and accepted within 1 month from start of assignment.

Deliverable 2: Emerging trend studies, foresight workshop and workshop report. The report will be submitted after the workshop, with gathered information codified for future use and all relevant studies annexed. Estimated 30 work days, to be submitted and accepted within 3 months from start of assignment.

Deliverable 3: Scenarios narrative and strategic direction report validated by stakeholders. Estimated 5 workdays, to be submitted and accepted within 5 months from start of assignment.

Deliverable 4: Draft Revised GGCRS with all components. Estimated 20 workdays, to be submitted and accepted within 8 months from start of assignment.

Deliverable 5: Final Revised and validated GGCRS with short-term coordination mechanisms and costings completed. Estimated 2 workdays, to be submitted and accepted within 10 months from start of assignment.

5. Duration of the contract

The assignment is expected to take 60 work days in the period of 10 months.

6. Institutional arrangement

UNDP will recruit and contract the individual consultant who will be selected through a competitive process and to undertake the assignment as described in this ToR. The consultant will work under close supervision and consultation with the Directorate General of Environment and Climate Change and the Programme Specialist and Head of Unit, Sustainable Growth Unit of UNDP Rwanda or any person delegated to perform such duty. MoE and UNDP will facilitate and cover logistical costs related to the workshop.

Guidance will be provided by a technical working group, which will be established by the MoE. Deliverables submitted by the individual consultant should be accepted by the technical working group and approved by the Director General of Environment of MoE before any payment is made.

7. Duty station

The assignment is home based with at least 2 required travels to Kigali for the Inception / Methodology Workshop and the Horizon Scanning / Foresight Workshop.

8. Required expertise and experience

Academic Qualifications/Education:

- Master's degree in a field related to environmental management, economics, business, strategy development and public policy formulation. A Bachelor's degree combined with 10 years proven experience will also be considered qualified.

Experience:

- At least 7 years of international experience in policies and strategies formulation; focus on environment and climate change policies will be an asset;
- Proven expertise, knowledge and experience in undertaking policy / strategic foresight at the national or international levels;
- Experience in at least two similar assignments

Language skills:

- Excellent written and spoken English;

Competencies:

- Demonstrates practical knowledge of inter-disciplinary development issues;
- Consistently approaches work with energy and a positive, constructive attitude;

9. Payment modality

The consultant will be paid the consultancy fee upon completion of the following deliverables.

20% after the submission and acceptance of the inception report (Deliverable 1)

40% after the submission and acceptance of the foresight workshop report with codified information and all relevant trend analysis studies (Deliverable 2)

20% after the submission and acceptance of the scenarios narratives and strategic direction report (Deliverable 3).

20% after the submission and validation of the final revised GGCRS with annexes (Deliverable 4 & 5).

10. Application procedures

Qualified and interested candidates are hereby requested to apply. The application should contain the following:

- Personal CV or P11, indicating education background/professional qualifications, all past experience, as well as the contact details (email and telephone number) of the candidate and at least three (3) professional references;
- Brief description of why the individual considers him/herself as the most suitable for the assignment and a methodology, on how they will approach and complete the assignment;
- Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, to be provided by the UNDP procurement.

11. Evaluation criteria

The consultant will be evaluated against a combination of technical and financial criteria (combined scoring method). Maximum score is 100% out of which technical criteria equals 70% and financial criteria equals 30%. The technical evaluation will include the following:

| Criteria | Weight | Max. point |
|--|-------------|------------|
| Excellent proposed methodology for accomplishing the assignment | 20 | 20 |
| Master's degree in a field related to environmental management, economics, business, strategy development and public policy formulation. A Bachelor's degree combined with 10 years proven experience will also be considered qualified. | 10 | 10 |
| At least 7 years of international experience in policies and strategies formulation; focus on environment and climate change policies will be an asset; | 20 | 20 |
| Proven expertise, knowledge and experience in undertaking policy / strategic foresight at the national or international levels; | 20 | 20 |
| Experience in at least two similar assignments; | 20 | 20 |
| Excellent written and spoken English | 10 | 10 |
| Total | 100% | 100 |

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 _____

Name and Designation Reina Otsuka, Environmental Specialist

Date of Signing _____

Reviewed and Cleared by:

Signature _____

Name and Designation Madeleine Nyiratuza, Head of Unit, Sustainable Growth Unit

Date of Signing _____

Approved by:

Signature _____

Name and Designation Stephen Rodrigues, Resident Representative

Date of Signing _____

ANNEX: Full Scope of Proposal Preparation

Below is the full scope of the deliverables to be prepared by the team of experts and submitted by the Lead International Climate Change Project Development Specialist (Team Leader). The National Gender Specialist will contribute to and undertake a part of the study and ProDoc development, as elaborated in the ToR.

Undertake the Preparatory Technical Studies and Reviews

The preparatory technical studies will be comprised by several studies, as elaborated below. The set of studies and reviews will be presented to and validated by stakeholders in a validation workshop before embarking on the drafting of the ProDoc.

a. Desktop and field-based studies and data collection

This research should produce the background information required to prepare the ProDoc and CEO Endorsement Request, including but not limited to:

- Development challenge and strategy (including threats, problems and barrier assessment);
- Review of national policy and legislative frameworks;
- Problem and solution trees developed in consultation with project stakeholders, for a robust Theory of Change to be prepared in below full ProDoc;
- Review of relevant past and ongoing projects for lessons; and
- Any other analyses required to address all comments on the PIF received from GEF Secretariat, GEF Council members and STAP
- Specific activities to support the provision of climate information under component 1;
- Cross-sectoral coordination opportunities to be codified in a Memorandum of Understanding under component 2 will be identified;
- Private sector involvement during and after the project, including models and incentives for private sector investment and ownership.

b. Gender Analysis

A gender analysis will be prepared to fully consider the different needs, roles, benefits, impacts, risks, differential access to and control over resources of women and men (including considerations of intersecting categories of identity such as age, social status, ethnicity, marital status, etc.) given a project's context, and to identify appropriate measures to address these and promote gender equality and women's empowerment. The analysis will form the basis of a Gender Action Plan and Budget to guide gender mainstreaming during project implementation. The Gender Analysis, and the Gender Action Plan and Budget must be attached as Annexes to the Project Document.

c. Environmental and Social Safeguard Assessments

The social and environmental safeguards pre-screening (pre-SESP) prepared during the PIF design phase determined the overall risk categorization of this project as Moderate and highlighted potential safeguard risks to be further assessed during the PPG phase.

The purpose of these assessments is to identify ways to avoid negative environmental and social impacts where possible (e.g., through site selection). If risk avoidance is not possible, then mitigation and management measures must be identified, in line with the UNDP Social and Environmental Standards. If the required assessments cannot be undertaken or finalized during the PPG, they must be completed during the first phase of project implementation.

d. Identification of project sites

Based on the above reviews, and through consultation with stakeholders, the targeted project pilot sites will be identified.

e. Financial planning and private sector analysis

Co-financing will be confirmed and additional sources identified through a series of consultations with partners to ensure a coherent and sustainable financing package for the project, including post-GEF grant phase to the extent possible. The potential private sector partners to be involved in the project will also be identified, together with their potential roles. Discussions and agreements will be made with specific private sector partners, and included in a strategy and plan for their involvement in the project.

Develop the UNDP-GEF Project Document, CEO Endorsement Request, and Mandatory and Project Specific Annexes

Based on the technical studies and reviews undertaken, the full UNDP-GEF Project Document will be developed (following the 2017 annotated UNDP-GEF Project Document available [here](#)), and the GEF CEO Endorsement Request (available [here](#)) will be prepared. The final ProDoc, which addresses all comments received from the stakeholders and UNDP-GEF will have to be prepared and submitted to the GEF before 30th November 2019, and all comments from GEF Secretariat must be addressed and Prodoc be endorsed by 30th May 2020.

Preparation of the UNDP-GEF ProDoc includes a specific focus on the following areas, which do not exhaustively capture the required ProDoc content:

a. Theory of Change

The detailed theory of change (ToC), based on the studies and data collection undertaken in the preparatory study, will be developed. The selected approach will be identified, with a clear rationale backed by credible evidence, integrating gender concerns into the approach. Additional guidance is available in the Annotated UNDP-GEF ProDoc template.

b. Results Framework

Based on the studies and data collection undertaken in the Preparatory Technical Studies and Reviews, the Results Framework will be further defined with appropriate Objective-level and Outcome-level quantitative and qualitative SMART indicators and mid-term and end-of-project targets. It will be designed in line with the following parameters:

- Do not include outputs or activities in the results framework. Outputs and corresponding indicators can be included in the results section and/or in Annex to the project document.
- Prepare a maximum of 2-3 indicators for the Objective and each Outcome. Aim to keep the total number of indicators in the results framework (and that require annual reporting to the GEF) to 15-16.
- Give special attention to include gender-responsive outcomes and other socio-economic benefits.
- Collect baseline data for each indicator using existing national sources when feasible.
- Disaggregate indicators by sex, including number of direct project beneficiaries.
- Set realistic mid-term targets and end-of-project targets that can be achieved by project closure.

- Summarize risks and assumptions, and sources of verification/data.

c. Monitoring and Evaluation (M&E) Plan and Budget

The on-the-ground monitoring could be undertaken by national institutes/universities as appropriate. Clarify the roles of various groups involved in project M&E, how project-level monitoring links with data collected at the national level, and specify the frequency of monitoring. Specify monitoring tools to be used; clarify responsibilities for completing the mid-term and terminal GEF Tracking Tools (see below). Complete the M&E budget included in the UNDP-GEF Project Document noting that the total budget should be between 3-5% of the GEF grant.

d. Stakeholder Engagement Plan

Based on the consultations undertaken during the PPG phase, a Stakeholder Engagement Plan will be developed.

e. Gender Action Plan and Budget

Based on the Gender Analysis conducted during the preparatory studies, the Gender Action Plan and Budget will outline the gender-specific outputs to be delivered during project implementation in order to promote gender equality and women's empowerment and to ensure that inequalities are not exacerbated. As part of the work of preparing the Gender Action Plan, indicators should be proposed for inclusion in the Results Framework to facilitate the monitoring of the proposed gender mainstreaming actions.

f. Private Sector Strategy and Plan

Following the assessments and engagements with private sector actors, including those in the financial services sector, a strategy for the participation of the private sector will be developed, including a specific action plan that will be integrated into the project work plans.

g. Social and Environmental Standards

In line with the assessments conducted during the preparatory studies and in line with [UNDP's Social and Environmental Standards \(SES\) policy and all associated SES Guidance Notes](#), the SESP will be finalized and all moderate and high risks identified in the SESP will be reflected in the risk table and risk section of the project document.

Mitigation and management measures for moderate and high risks will be developed and included in the project document, or included as a separate management plan in Annex to the project document, as required per UNDP's SES. If the mitigation and management measures cannot be fully detailed at the PPG phase (e.g., sites have not been determined), an environmental and social management framework (ESMF) will be prepared outlining the steps to be taken during the first phase of project implementation to address the moderate and high risks. The ProDoc must clearly state that none of the associated project activities will commence until: the assessment(s) have been completed; the required management plan(s) have been prepared; the plan(s) have been disclosed and approved by the Project Board.

h. GEF Core Indicators

The required GEF Core Indicators will be prepared, in line with the relevant GEF objectives, and included as an Annex to the ProDoc. See the [GEF's website](#) for the most up-to-date templates as these may change.

i. Project Management Arrangements

Based on the stakeholder analysis and consultations undertaken in **Component A** above, agreement(s) on project management and governance arrangements—including roles, responsibilities and accountabilities of lead and partner Agencies—will be secured early in the project development phase and will be fully detailed in the ProDoc.

j. Completion of the required official endorsement letters

These letters include the official letters on co-financing guarantee(s) from participating government institutions, bilateral development partners, multilateral development partners, NGOs, private sector, or others who wish to provide cash or in-kind contributions to the project.

A GEF OFP endorsement letter will also be required for any new participating countries to a global or regional program/project that was not included with the PIF/PFD submission. Updated GEF OFP endorsements letters are also required if the requested GEF grant amount has changed since PIF/PFD approval.

Validation Workshop and Report

A validation workshop will be held with relevant stakeholders to present, discuss and validate the project activities, and the final draft of the UNDP-GEF project document. A validation workshop report will be prepared for projects with an overall safeguards risk rating of moderate or high and approved by the technical working group.