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Resilient nations.*

**PROCUREMENT NOTICE**  
**INTERNATIONAL INDIVIDUAL CONSULTANT**

Ref: IC/UNDP/RWA/2022/0022

Date: 19/04/2022

**Country:** Rwanda

**Description of the assignment: HIRING INTERNATIONAL INDIVIDUAL CONSULTANT  
TO CONDUCT FINAL EVALUATION” OF “UNDP-UNEP POVERTY ENVIRONMENT  
ACTION FOR SDGs (PEA) IN RWANDA”.**

**Post Title and Level:** International Individual Consultant

**Period of assignment:** 30 working days

Starting date: September - November 2022 (2 months)

UNDP Rwanda is looking to recruit an International Individual Consultant to Conduct Final Evaluation” of “UNDP-UNEP Poverty Environment Action for SDGs (PEA) in Rwanda”. Conduct a Final Evaluation of the UNDP-UNEP PEA that will determine the relevance, effectiveness, efficiency, impact and sustainability of the programme, with a view to capitalize and integrate lessons learned in a new proposal for next phase.

All interested and qualified international individual consultants may download the Individual Consultant Notice, Terms of Reference, and P11, Confirmation Letter and General Terms and conditions documents from UNDP Rwanda website at:

<http://www.rw.undp.org/content/rwanda/en/home/operations/procurement/notices/>

Delivery address: UNDP Rwanda, P.O. Box 445, 12 Avenue de l'Armée, Kigali, Rwanda, and Attn: Head of Procurement Unit, Or by email address at [offers.rw@undp.org](mailto:offers.rw@undp.org) not later than **4 May 2022**, Time: 12h00 PM Kigali Rwanda local time.

**N.B: 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.**

Yours sincerely,

Varsha Redkar-Palepu

UNDP Deputy Resident Representative



UNITED  
NATIONS  
RWANDA



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Resilient nations.*

**TERMS OF REFERENCE:  
FINAL EVALUATION” OF “UNDP-UNEP POVERTY ENVIRONMENT ACTION FOR SDGs (PEA) IN  
RWANDA”**

**Contract Type:**

International Individual Consultancy

**Location:**

Home Based + mission to Kigali, Rwanda.

**Languages Required:**

English

**Initial Duration of Assignment:**

30 days

**Expected starting date and timing:**

September - November 2022 (2 months)

#### **BACKGROUND**

The Poverty-Environment Action for the SDGs (PEA) follows a global support programme developed by UNDP and UN Environment and builds on the previous phases of the UNDP-UNEP Poverty Environment Initiative (PEI) support in 22 countries, including in Rwanda.

The programme addresses the relationship between unsustainable management of Environment & Natural Resources (ENR) and multi-dimensional poverty in Rwanda. The natural resource base and its contribution to economic growth and poverty elimination is under pressure in Rwanda, mainly because of very high population densities in rural areas. This situation is aggravated by the high vulnerability caused by the undulating terrain, susceptibility to erosion and climatic hazards.

Rwanda has made important progress in poverty reduction, though there is a need to better link “ending poverty” as stated in the new National Strategy for Transformation (NST-1) and the SDGs, with the sustainable use of the environment and natural resources. This is recognized by the Government of Rwanda, and policies and action plans to that effect are mostly in place and mainstreaming of ENR into planning and budgeting has been achieved to great extent, with support from PEA and REMA. However, there is a need for more effectively mainstreaming Poverty–Environment (P-E) linkages, in terms of investing in, budgeting, spending and assessing its effects into sectors and districts.

The Outcome of PEA is: “Increased and enhanced investments that deliver concrete and significant results in poverty reduction, environmental and natural resource sustainability and resilience building at national and district levels”. This will be achieved through the Outputs: 1. “Strengthened national planning and budgeting capacity and frameworks to sustainably implement poverty-environment actions”; 2: “Capacity for programming, budgeting and action that eliminate poverty and deliver sustainable ENR management at district-level”; and 3: “Increased investments with enhanced impacts for poverty elimination and ENR sustainability catalysed”.

The PEA operates in 3 countries in Africa that are managed through the PEA Africa regional programme, based in Nairobi, Kenya. In Rwanda the PEA is the follow up programme to PEI three phases. The later was established in 2005 and is implemented through the Rwanda Environment Management Authority (REMA). The first phase of the PEI (until May 2007) focused on conducting background studies aimed at building the environmental, social and economic rationale for poverty-environment mainstreaming and the integration of environment into the Economic Development and Poverty Reduction Strategy (EDPRS). The second phase (until 2013) aimed at integrating environment into policy formulation, development planning and public sector budgeting at national and local levels. The third phase, which will have ended in June 2018, tried to consolidate these achievements and ensured that sustainable environment and natural resources management were effectively mainstreamed into the Sectors and Districts' strategies and plans. The stated Objective of the PEI Rwanda 3rd Phase was: "Rwanda has in place improved systems for sustainable management of natural resources, clean renewable energy resources and use, human rights and gender equity, environment and climate resilience improved" (same as Outcome 1.3 of the United Nations Development Assistance Plan, 2013-2018).

Since PEA programme is coming to an end by December 2022, REMA and UNDP are commissioning a Final Evaluation of PEA in Rwanda, which can be used to inform reporting, produce policy briefs and other advocacy, educational and communication materials. This will highlight the high level and sustained results and impacts and should also inform the development of a prospective follow-up programme beyond December 2022.

## **OBJECTIVE**

Conduct a Final Evaluation of the UNDP-UNEP PEA that will determine the relevance, effectiveness, efficiency, impact and sustainability of the programme, with a view to capitalize and integrate lessons learned in a new proposal for next phase.

## **SCOPE**

Conduct a full and thorough evaluation of the PEA, as implemented by REMA and supported by UNDP and UN Environment through the UNDP Country Office (CO) and the PEA Africa team. The analysis should be established through desk studies of relevant programme and other national documents, including from Government, UN, PEA, etc., and should refer to the indicators and targets in the relevant results frameworks. This should also entail in-depth consultations with relevant stakeholders, including from government, UN, PEA management, Sector ministries, Districts especially pilot Districts of Bugesera and Musanze, NGOs / CSOs, private sector, youth, and others, either through individual or group interviews (list to be established at start of consultancy), following the Tasks and Methodology outlined below. The Final Evaluation should be aligned with the principles established in UNDP's [Evaluation Policy](#) and the UN Evaluation Group's [Norms and Standards for Evaluation](#).

## **METHODOLOGY AND TASKS**

Based on UNDP guidelines for evaluations, and in consultations with UNDP Rwanda, the evaluation will be conducted in an inclusive and participatory manner, involving principal stakeholders in the analysis.

During the evaluation, the consultant is expected to apply the following minimum **approaches for data collection and analysis:**

- Desk review of relevant documents including progress reports and any records of the various opinion surveys conducted during the life of the Project;
- Review of indicators in relation to baseline and targets and project results;
- Key informative interviews with the national counterparts, project and CO management;

- Briefing and debriefing sessions with the Project Board;
- Interviews and focus groups with partners and stakeholders, government officials, service providers including NGOs, CSO, Youth partners and donor partners, etc.
- Lead a validation workshop to present the main findings to clients and stakeholders

The evaluation should take into consideration the following **evaluation criteria**:

- Assess the relevance and appropriateness of the Project in terms of: achieving the outputs as per the Project Document; meeting the needs of REMA; contributing to UN and Rwanda's relevant outcome level goals
- Evaluate the effectiveness and efficiency of the Project in terms of the implementation of activities that achieve outputs and outcomes, following up on lessons learned.
- Establish the impact and sustainability of the Project, and the extent to which the approach and implementation of the Project contributed to sustainable poverty-environment mainstreaming in Rwanda and addressed cross cutting issues including gender
- Review the Project Design and Management structures, in terms of achieving clear objectives and strategies, the use of monitoring and evaluation, the level of coherence and complementarity with cross-sectoral sustainability strategies, and the appropriateness of management structures
- Make clear and focused recommendations that may be required for enhancing the relevance, effectiveness, efficiency, further integration, learning, impact and sustainability of a future poverty-environment mainstreaming programming in Rwanda.

The Evaluation should be guided by the following **Review Questions**, which are based on the evaluation criteria mentioned above and that are provided as a general framework:

#### *Effectiveness and efficiency*

- Were the actions to achieve the outputs and outcomes effective and efficient?
- Were there any lessons learned, failures/lost opportunities? What might have been done better or differently?
- How did the project deal with issues and risks?
- Were the outputs achieved in a timely manner?
- Were the resources utilized in the best way possible?
- Were the resources (time, funding, human resources) sufficient?

#### *Impact and sustainability*

- Will the outputs/outcomes lead to benefits that are sustainable beyond the life of the existing project?
- Were the actions and result owned by the local partners and stakeholders?
- Was the capacity (individuals, institution, and system) built through the actions of the project?
- What is the level of contribution of the project management arrangements to national ownership of the set objectives, result and outputs?
- Were the modes of deliveries of the outputs appropriate to promote national ownership and sustainability of the result achieved?
- Did the Project contribute to sustainable poverty-environment mainstreaming in Rwanda?
- Did the Project address cross cutting issues including gender?

#### *Relevance and appropriateness*

- Was the project relevant, appropriate and strategic to REMA goals and challenges?
- Was the project relevant and appropriate to contribute to the Global PEA Programme Document outputs and Outcome?
- Was the project relevant, appropriate and strategic to the mandate, strategy, functions, roles, and responsibility of REMA as an institution and to the key actors within that institution?

- Was the project relevant, appropriate and strategic to the national institutional mandate and UN system development goals in Rwanda?
- Was the project relevant, appropriate and strategic to donor policy in Rwanda?

*Project design*

- To what extent did the design of the project help in achieving its own goals?
- To what extent did the design reflect the priorities, outputs and outcome of the PEA Global Programme Document?
- Were the context, problem, needs and priorities well analyzed while designing the project?
- Were there clear objectives and strategy?
- Were there clear baselines indicators and/or benchmark for performance?
- Was the process of project design sufficiently participatory? Was there any impact of the process?
- Was there coherence and complementarity by the project to other stakeholders engaged in the agenda in Rwanda?

*Project management*

- Are the project management arrangements appropriate at the team level and project board level?
- Was there appropriate visibility and acknowledgement of the project and donors?

The Draft and Final **Evaluation Reports** should clearly:

- Identify the output and outcome achievements for the period 2018-2022
- Analyze challenges to the project's implementation and achievements.
- Highlight the lessons learnt from the project related to results achieved, the process followed and strategy applied to provide recommendations;
- Include where relevant and available good practices, success stories, anecdotes;
- Analyze added value of project implementation, what was changed or adjusted in the way of doing business, and value for money of interventions.

## **DELIVERABLES**

1. **Inception Report**, including the understanding of the consultant of the ToRs, methodology framework to be used, workplan, draft Table of Contents and Outline of the Final Report, and list of documents and stakeholders to consult. To be delivered latest 1 week after start of the assignment.

2. **Draft Evaluation Report, including:**

- Executive Summary;
- Introduction (including context, scope, methodology);
- Key Findings and Conclusions. Where relevant and possible, specifically outline role, impact and issues of UNDP assistance, as well as an outline of other providers related specifically to project implementation;
- Recommendations (corrective actions for on-going or future work);
- Summary review matrix/project RRF and achievement by objectives and outputs;
- Annexes (mission reports, list of interviewees, list of documents reviewed, etc.)

The Draft Evaluation Report should be delivered latest after 1 month after start of the assignment, with comments to be provided by REMA, PEA, UNDP, and initial findings presented in a Validation Workshop.

3. **Final Evaluation Report**, following above mentioned structure, and including comments of stakeholders and from the validation workshop, should be delivered latest after 2 months of starting the assignment, to be commented upon by REMA, UNDP and PEA.

## **REPORTING**

During implementation of the contract, the consultant will report to the UNDP Country Office (Team Leader Poverty Environment Unit), who will provide guidance and ensure satisfactory completion of Final Evaluation deliverables. There will be close coordination with the project team who will assist in providing key project documents, connecting the consultant with senior management, development partners, beneficiaries and key stakeholders, assist in developing a detailed programme, facilitate consultations as requested, and organize a validation workshop as necessary.

**DURATION, TIMING**

The assignment is scheduled to take place between September– November 2022, for a maximum duration of 30 working days.

**DUTY STATION**

Home based, with 1 visit of 2 weeks (10 working days) for consultations with stakeholders and presentation and validation of findings in a validation workshop.

## **CONSULTANT REQUIREMENTS**

### **Education:**

- Minimum MA / MSc. in Economics, public management, rural development, international relations, sociology or related studies, with specialization in Environment / Natural Resources an advantage.

### **Experience:**

- Minimum of 8 years' post graduate work experience in international development assistance;
- Minimum of 5 years of proven Monitoring and Evaluation experience of international development assistance programmes, including for UN.
- Experience with Environment & Natural Resources assistance programmes;
- Experience with economic or public management support programmes, preferable in developing countries;
- Knowledge of poverty-environment mainstreaming principles and practices;
- Minimum of 5 years' work experience in developing countries, with working experience in Africa and Rwanda in particular an advantage

### **Competencies:**

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

## **EVALUATION CRITERIA**

<b>CRITERIA INTERNATIONAL CONSULTANT</b>	<b>WEIGHT</b>	<b>POINTS</b>
Minimum MA / MSc. in Economy, public management, rural development, international relations, sociology or related studies, with specialization in Environment / Natural Resources an advantage.	10	10
Minimum of 8 years' post graduate work experience in international development assistance	15	15
Minimum of 5 years of proven Monitoring and Evaluation experience of international development assistance programmes, including for UN.	25	25
Experience with Environment & Natural Resources assistance programmes	10	10
Experience with economic or public management support programmes, preferable in developing countries	10	10
Knowledge of Poverty – Environment Mainstreaming principles and practices	10	10
Minimum of 5 years' work experience in developing countries, with working experience in Africa and Rwanda in particular an advantage	5	5
Experience in working with teams and clients in a multi-cultural environment	5	5
Excellent written and spoken knowledge of English. Knowledge of French an advantage	5	5
Computer literacy, and experience with editing and presenting reports	5	5
<b>TOTAL</b>	<b>100</b>	<b>100</b>

**OFFEROR'S LETTER TO UNDP  
CONFIRMING INTEREST AND AVAILABILITY  
FOR THE INDIVIDUAL CONTRACTOR (IC) ASSIGNMENT**

Date \_\_\_\_\_

(*Name of Resident Representative/Bureau Director*)

United Nations Development Programme

(*Specify complete office address*)

Dear Sir/Madam :

I hereby declare that :

- a) I have read, understood and hereby accept the Terms of Reference describing the duties and responsibilities of [*indicate title of assignment*] under the [*state project title*];
- b) I have also read, understood and hereby accept UNDP's General Conditions of Contract for the Services of the Individual Contractors;
- c) I hereby propose my services and I confirm my interest in performing the assignment through the submission of my CV or Personal History Form (P11) which I have duly signed and attached hereto as Annex 1;
- d) In compliance with the requirements of the Terms of Reference, I hereby confirm that I am available for the entire duration of the assignment, and I shall perform the services in the manner described in my proposed approach/methodology which I have attached hereto as Annex 3 [*delete this item if the TOR does not require submission of this document*];
- e) I hereby propose to complete the services based on the following payment rate : [*pls. check the box corresponding to the preferred option*]:

An all-inclusive daily fee of [*state amount in words and in numbers indicating currency*]

A total lump sum of [*state amount in words and in numbers, indicating exact currency*], payable in the manner described in the Terms of Reference.

- f) For your evaluation, the breakdown of the abovementioned all-inclusive amount is attached hereto as Annex 2;
- g) I recognize that the payment of the abovementioned amounts due to me shall be based on my delivery of outputs within the timeframe specified in the TOR, which shall be subject to UNDP's review, acceptance and payment certification procedures;
- h) This offer shall remain valid for a total period of \_\_\_\_\_ days [*minimum of 90 days*] after the submission deadline;
- i) I confirm that I have no first degree relative (mother, father, son, daughter, spouse/partner, brother or sister) currently employed with any UN agency or office [*disclose the name of the relative, the UN office employing the relative, and the relationship if, any such relationship exists*];

j) If I am selected for this assignment, I shall *[pls. check the appropriate box]*:

- Sign an Individual Contract with UNDP;
- Request my employer *[state name of company/organization/institution]* to sign with UNDP a Reimbursable Loan Agreement (RLA), for and on my behalf. The contact person and details of my employer for this purpose are as follows:  
\_\_\_\_\_  
\_\_\_\_\_

k) I hereby confirm that *[check all that applies]*:

- At the time of this submission, I have no active Individual Contract or any form of engagement with any Business Unit of UNDP;
- I am currently engaged with UNDP and/or other entities for the following work :

Assignment	Contract Type	UNDP Business Unit / Name of Institution/Company	Contract Duration	Contract Amount

- I am also anticipating conclusion of the following work from UNDP and/or other entities for which I have submitted a proposal :

Assignment	Contract Type	Name of Institution/ Company	Contract Duration	Contract Amount

- I) I fully understand and recognize that UNDP is not bound to accept this proposal, and I also understand and accept that I shall bear all costs associated with its preparation and submission and that UNDP will in no case be responsible or liable for those costs, regardless of the conduct or outcome of the selection process.
- m) **If you are a former staff member of the United Nations recently separated, pls. add this section to your letter:** I hereby confirm that I have complied with the minimum break in service required before I can be eligible for an Individual Contract.
- n) I also fully understand that, if I am engaged as an Individual Contractor, I have no expectations nor entitlements whatsoever to be re-instated or re-employed as a staff member.

Full Name and Signature:

Date Signed :

\_\_\_\_\_  
\_\_\_\_\_

**Annexes [pls. check all that applies]:**

- CV or Duly signed P11 Form
- Breakdown of Costs Supporting the Final All-Inclusive Price as per Template
- Brief Description of Approach to Work (if required by the TOR)

# BREAKDOWN OF COSTS

## SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL

**A. Breakdown of Cost by Components:**

Cost Components	Unit Cost (RWF)	Quantity	Total Rate for the Contract Duration (RWF)
<b>Personnel Costs</b>			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
<b>Travel Expenses to Join duty station</b>			
Round Trip Airfares to and from duty station			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
<b>Duty Travel</b>			
Round Trip Airfares			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			

**B. Breakdown of Cost by Deliverables\***

<b>Deliverables</b> <i>[list them as referred to in the TOR]</i>	<b>Percentage of Total Price (Weight for payment)</b>	<b>Amount</b>
Deliverable 1		
Deliverable 2		
....		
Total	100%	RWF.....

\*Basis for payment tranches