



THE UNITED NATIONS DEVELOPMENT PROGRAMME-RWANDA



Terms of Reference

Recruitment of a National Individual Consultant to conduct a Mid-Term Evaluation for the “Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation” programme

Contract Type:	National individual consultant
Location:	Kigali and other project sites across the country
Languages Required:	English
Duration of Assignment:	40 days spread over 3 calendar months
Expected Starting Date and Timing:	1 June 2022

1. BACKGROUND

The Government of Rwanda received UNDP support to implement a five-year programme (2018 -2023) on “Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation’ **(SCENR)**. The SCENR programme builds on the positive outcomes of three previous UNDP supported ENR sector programmes and focuses on strengthening the institutional and technical capacities of the Ministry of Environment (MoE) and the National Green Fund (FONERWA) to act as main drivers of the Green Growth and Climate Resilience Strategy and key coordinating and funding institutions within the sector. SCENR also works with National Industrial Research and Development Agency (NIRDA) on green technology

research, through the support to the Cleaner Production and Climate Innovation Centre (CPCIC); the Rwanda Investigation Bureau (RIB) on environmental crimes and awareness raising; Rwanda Housing Authority (RHA) under prioritized areas of greening of IDP model villages, together with districts under the guidance of MINALOC. Additionally, within the wider framework of donor coordination in Rwanda, the programme also works with other Development Partners to coordinate on similar efforts and to mobilise resources to scale up proven activities.

The programme sets out to achieve the following outputs:

- (i) ENR sector capacities enhanced to optimize and scale-up sustainable and climate resilient management of natural capital resources.
- (ii) Green Growth and Climate Resilience Strategy implemented in selected sectors.
- (iii) National and local public institutions, CSOs, private sector technical capacities are strengthened to manage green growth financing mechanisms effectively and efficiently.

2. THE PURPOSE OF MID-TERM EVALUATION

The United Nations Development Programme (UNDP) conducts programme/ project evaluations at different stages of the Country programmes to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level.

These are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. In line with the UNDP Rwanda Evaluation Plan, the proposed SCENR programme mid-term evaluation will be conducted to assess the status of Implementation of the programme. More specifically, this evaluation will be undertaken in order:

- To assess the overall progress towards achieving the programme outcomes
- To assess the status of achievement of programme outcomes, outputs, their alignment, contribution to national development goals, as well as the UNDP and UNDP Strategic Plan Results.
- The evaluation will also reflect on the overall context of the programme (taking into account the risks and assumptions that guided the AWP), lessons learnt, identify best practices and consider recommendations for the next programming cycle
- Identify the gap between the outcome of the SCENR programme and their goals
- Measure the impact of the UNDP SCENR programme and its programmatic strategies.
- Support greater UNDP accountability to national stakeholders and partners in Rwanda.
- Serve as a means of quality assurance for UNDP interventions at the country level.
- Contribute to learning at corporate, regional, and country levels.

3. Objectives of the SCENR mid-term evaluation

The planned mid-term evaluation will be conducted with a view to assess progress towards programme expected goal and identify challenges and lessons that will help the programme to overcome challenges and achieve results. The evaluation will also examine how this programme can be extended up 2024 to align it with NST1.

The specific objectives of the programme's evaluation are the following:

- (i) To assess progress (what and how much) progress has been made towards achieving programme results (*including contributing factors and constraints*),
- (ii) To assess whether the programme is the appropriate solution to the identified problem(s).
- (iii) To assess the relevance of and progress made in terms of the UNDP outputs and assess sustainability of results and benefits (*including an analysis of both programme activities and soft/technical-assistance activities*),
- (iv) To assess the alignment of the programme to national development priorities, UNDAF and UNDP's Strategic Plan.
- (v) Evaluate the contribution that UNDP has made/is making to the progress towards the achievement of the outcomes
- (vi) To reflect on how efficient the use of available resources has been.
- (vii) To document and provide feedback on lessons learned and best practices generated by the programme during its implementation.
- (viii) To identify any unintended results that emerged during implementation (beyond what had initially been planned for).
- (ix) To ascertain whether UNDP's partnership strategy has been appropriate and effective.
- (x) To provide feedback and recommendations for subsequent decision making and necessary steps that need to be taken by UNDP and national stakeholders to ensure sustainability of the project results.
- (xi) Assess the level of gender mainstreaming and human rights-based approach to programming, and progress against gender equality and human rights expected results.
- (xii) Assess how the programme can be extended to align it to the NST1 period.
- (xiii) Identify possible future intervention strategies and issues.

4. Scope and Focus of the Mid Term Evaluation

The evaluation will look at UNDP's SCENR programme interventions in a holistic and comprehensive manner, including SWOT analysis of different approaches and projects.

The primary scope of evaluation will focus on the status of implementation of the SCENR programme and how it is contributing to advancing the environment and natural resources sector in Rwanda and how efficient the interventions and management of the programme is.

The evaluation will assess how the programme is mainstreaming the UN programming principles subscribed during the programme elaboration phase with particular focus on Gender Equality, human rights, and the principle of leaving no one behind as well as capacity development.

More specifically, the Mid-term evaluation will focus on the following:

Programme/Project outcome status: Determine whether and to what extent the programme outcomes are being achieved or are likely to be achieved by end of the programme cycle and if they are contributing to the wider ENR outcome, identify the challenges and propose any mitigating strategies. Moreover, the mid-term evaluation will assess the relevance and adequacy of UNDP outputs to the programme outcomes. The evaluation will assess if the programme strategies and activities were relevant to achieve the outputs and outcomes. The mid-term evaluation will identify innovative approaches and capacities developed through UNDP assistance.

Underlying factors: Analyse the underlying factors beyond UNDP's control that influenced the outcome including SWOT and PESTEL analysis. Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of outputs, potential financial constraints, the degree of stakeholders and partners' involvement in the completion of outputs, and how processes were managed/carried out.

Strategic Positioning of UNDP: Examine the distinctive characteristics, comparative advantages, and features of UNDP's SCENR programme and how it has shaped UNDP's relevance as a current and potential partner in Rwanda. The Country Office (CO) position will be analysed in terms of communication that goes into articulating UNDP's relevance, or how the CO is positioned to meet partner needs by offering specific, tailored services to these partners, creating potential added value by responding to partners' needs, mobilizing resources for the benefit of the country, not for UNDP, demonstrating a clear breakdown of tailored UNDP services and having comparative

advantages relative to other development organizations in area of environment and natural resources.

Partnership strategy: Ascertain whether UNDP's partnership strategy has been appropriate and effective. What were the partnerships formed? What was the role of UNDP and how it contributed to support programme activities? How did the partnership contribute to the achievement of the outcomes results? What was the level of stakeholders' participation including of IPs, UN agencies, and development partners? Examine the interagency UN collaboration and partnership among development partners in the relevant field. This will also aim at validating the appropriateness and relevance of the environment's outcome to the country's needs and the partnership strategy and hence enhancing development effectiveness and/or decision making on UNDP's future role in the ENR sector. Assess the role pattern and stakeholder's analysis to determine how the partnership benefited the programme's outcomes.

Lessons learnt: Identify lessons learnt and best practices and related innovative ideas, in relation to management and implementation of programme activities to achieve related outcomes and desired results. This will support learning lessons about UNDP's contribution to environment and natural resources management. The evaluation will also identify cross-learning themes from the programme experimentation captured during the programme activities implementation. Identify opportunities that could inform the remaining period of the current programming cycle.

5. The Evaluations Questions

The consultant will pay consideration to the following:

a) Relevance

- Extent to which the SCENR programme is relevant to Rwanda's Vision 2050 agenda, the National Strategy for Transformation (NST1), environment policies and strategies, UNDAF II, and the SDGs.
- Extent of the progress towards advancing SCENR results.
- How relevant is UNDP's support for different partners: eg. national authorities of Rwanda, development partners, CSOs, private sector etc?
- To what extent did the programme results contribute to the UNDAF II and NST1 results in the areas of environment and natural resources?

- Were the strategies adopted and the inputs identified, realistic, appropriate and adequate for the achievement of the results? Is there any need to change the focus in view of the next programming?
- Does the programme continue to be relevant to the GOR priorities?
- How did the programme mainstream the UN programming principles including the principle of Leaving No One Behind??

b) Efficiency

- How much time, resources, capacities, and effort does it take to manage the programme and where are the gaps if any? More specifically, how do UNDP practices, policies, decisions, constraints, and capabilities affect the performance of the programme? Has UNDP's strategy in producing the programme's outputs been efficient and cost-effective?
- Extent of M&E contribution to achieve the project outcomes and outputs' indicators
- Roles, engagement, and coordination among various stakeholders in the environment and natural resources sector, One UN Programme in project implementation? Were there any overlaps and duplications?
- Extent of synergies among One UN programming and implementing partners?
- Synergies between national institutions for UNDP support in programming and implementation, including between UNDP and development partners?
- Could a different approach have led to better results? What would be those approaches?
- Do the programmes' activities overlap or duplicate interventions?

c) Effectiveness

- Extent of UNDP's effectiveness in producing results at the local levels and at the aggregate national level? Extent of UNDP support towards capacity development of partners, advocacy on ENR issues and policy advisory services in Rwanda?
- Assessment of UNDP's work on advocacy to scale up best practices and desired goals; UNDP's role and participation in national debate and ability to influence national policies?
- Extent of UNDP's contribution to human and institutional capacity building of implementing partners as a guarantee for sustainability beyond UNDP interventions?
- Was the scope of interventions realistic and adequate to achieve results?
- Assess the programmatic approach with other approaches used by UNDP and in the sector (e.g. policy advisory services, technical assistance)?
- Contributing factors and impediments to the achievement of the outcome results through related supported programme outputs?

- Assessment of the capacity and institutional arrangements for the implementation of the UNDP SCENR programme in view of UNDP support to the GoR and within the context of Delivering as One?
- Is the programme effective in responding to the needs of beneficiaries, and what are results achieved? Are those with the highest risk of being left behind considered?
- Extent to which established coordination mechanisms are enabling /or not achievements of programme outcomes and outputs?

d) Sustainability

- Extent to which UNDP established mechanisms ensure sustainability of the programmes' interventions?
- Extent of the viability and effectiveness of partnership strategies in relation to the achievement of the programme outcomes?
- Provide preliminary recommendations on how the SCENR programme can most effectively support appropriate central authorities, local communities, and civil society in improving service delivery in a long-term perspective?
- Assess possible areas of partnerships with other national institutions, CSOs, UN Agencies, private sector and development partners in Rwanda?
- Assess how ENR-related studies and available data are used to build the sustainability of the programmes?
- Assess the likelihood of continuation and sustainability of the programmes and benefits during the remaining period of the current programme cycle and beyond?
- What are the main lessons that have emerged from the programme implementation?

However, the consultant is expected to add and refine these questions in consultation with UNDP and key stakeholders.

Based on the above analysis, provide overall and specific recommendations on how UNDP Rwanda Country Office should adjust and orient its programming, partnership arrangements, resource mobilization strategies, monitoring and evaluation strategies, working methods, approaches and/or management structures and capacities to ensure that the SCENR programme fully achieves its outcomes by the end of the current UNDP period and beyond.

6. METHODOLOGY

An evaluation approach is indicated below, however, the consultant is responsible for revising the approach as necessary. Any changes should be in-line with international criteria and professional norms and standards (as adopted by the UN Evaluation Group). They must also be approved by UNDP before being applied. The Outcome Evaluation will be carried out in accordance with UNEG Evaluations Norms and Standards for Evaluation and OECD/DAG Principles.

The evaluation must provide evidence-based information that is credible, reliable, and useful and must be easily understood by project partners.

Data will mainly be collected from the existing information sources through a comprehensive desk review that will include the analysis of relevant project documents, studies, surveys information, data/statistics, and triangulation of different studies. The key documents to be considered during the desk review are mentioned in Annex under List of Recommended documents.

The in-depth desk review will be followed by:

- Interviews with all key partners and stakeholders
- Questionnaires where appropriate
- Field Visits to selected project sites and partner institutions, considering the geographic location of the participants' beneficiaries and their involvement in the assessment of programme results.
- Participatory observation, focus group discussions, rapid appraisal techniques
- Validation workshop including all stakeholders, (partners and selected beneficiaries who participated in the programme)

The evaluation will include a wide participation through interviews, discussions, and consultations of all relevant stakeholders including the UN, the GoR institutions as well as development partners, and beneficiaries.

Briefing and debriefing sessions with UN and the Government officials, and potentially development partners, are envisaged.

Data collected should be disaggregated (by sex, age and location) where possible. Data should especially examine the programme's impact in terms of creating equal opportunities for women and men or addressing gender equality and women's empowerment issues.

A design matrix approach relating objectives and/or outcomes to indicators, study questions, data required to measure indicators, data sources and collection methods that allow triangulation of data and information often ensure adequate attention is given to all study objectives. The formulated recommendations should be solution-oriented and as specific as possible.

The evaluation ratings to be used are:

HS	Highly Satisfactory
S	Satisfactory
U	Unsatisfactory
HU	Highly Unsatisfactory
NA	Not applicable

7. Outputs/Deliverables of the Evaluation

- i. **Inception Report:** The inception report which details the evaluator's understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that the evaluator and the stakeholders have a shared understanding of the evaluation. The inception report will include the evaluation matrix summarizing the evaluation design, methodology, evaluation questions, key informants, data sources and collection analysis tools for each data source and the measure by which each question will be evaluated, for the evaluated project.
- ii. **Draft mid-term Evaluation Report** for evaluated project to be put forward during pre-validation workshop (40 -50 pages). The report will be reviewed by all stakeholders to ensure that the evaluation meet quality criteria.
- iii. **Final mid-term Evaluation Report**, integrating feedback voiced during pre-validation workshop.

8. Duty Station

The duty station of the work is Kigali, Rwanda. However, the consultant (s) may be required to travel to project sites outside Kigali but in Rwanda.

9. Scope of Price Proposal and Schedule of Payments

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

- 20% after adoption of the inception report
- 40% after presentation and approval of the draft report
- 40% after the approval of the final report

The consultancy fee instalments will be paid as Lump Sum Amounts inclusive of expenses related to the consultancy. The contract price will be fixed regardless of changes in the cost components.

10. Required expertise and qualifications of the consultant

The local consultant should be a knowledgeable and experienced in conducting programme/project evaluations and has a strong background in environment and natural resources issues.

The consultant is required to apply expertise on assessing how the programmes complied with the UN programming principles mainly gender equality and Human Rights, sustainability as well as resilience.

Specific Qualifications:

The national consultant should:

- Hold at least a Master's degree in one of the following fields: environmental sciences/management, natural resources management, climate change, sustainable development, development studies, economics, international development, or other related areas
- A least 5 years' experience in conducting and leading development partners-government programme/project evaluations.
- Have extensive expertise, knowledge, and at least 7 years' experience in the field of environment, natural resources management, sustainability, climate change initiatives.
- Have sound knowledge and practical experience in programme development, formulation, monitoring and evaluation, including experience in the UN development cooperation system;
- Experience in the application and implementation of gender-sensitive programmes as well as human rights-based approaches will be an added advantage.
- Have excellent reading and writing skills in English.

11. Management Arrangements for the Evaluation

This section describes the organization and management structure for the evaluation and defines the roles, key responsibilities and lines of authority of all parties involved in the evaluation process. Implementation arrangements are intended to clarify expectations, eliminate ambiguities, and facilitate an efficient and effective evaluation process.

UNDP

UNDP is responsible for the management of the final evaluation and will contract an independent consultant to conduct the evaluation on behalf of the Government of Rwanda. UNDP will be the focal point for the evaluation and will facilitate the logistical requirements and provide technical assistance during all phases of the evaluation process, including facilitating interview set up, field visits, and payments for the consultant.

UNDP Programme focal point

Day-to-day management of the Evaluator will be provided by UNDP focal point overseeing the programme. She or he will ensure that all issues pertaining to the contract with the Evaluator, including payments are completed on schedule and will be responsible for facilitating the work of the Evaluator. She or he will provide all documentation to the Evaluator for the desk review, facilitate the set-up of interview appointments and field visits and convene focus group meetings.

Steering Committee

The Project Steering Committee will oversee the conduct of the final evaluation and will be responsible for providing guidance and direction for the evaluation process and inputs and comments on the draft evaluation report as well as for approving the final document.

Evaluation Management Team

An Evaluation Management Team led by UNDP composed of representatives of Ministry of Environment, UNDP Head of Sustainable Growth Unit and Project focal point will oversee the conduct of the evaluation at the technical level. The team will provide quality assurance and guidance to the evaluation to ensure that it meets the UNEG evaluation quality criteria. The technical committee will oversee the implementation of the agreed schedule of consultation activities, ensure wide stakeholder consultations, will be in charge of verifying all facts in the report and oversee the production of the final report and the drafting and implementation of follow up actions.

12. Duration and Work Schedule of the Evaluation

The evaluation will be conducted starting on effective from 1 June 2022 for an estimated 40 working days spread over a 3-month period as follows:

Activity	Deliverable	Time allocated
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Evaluation design, methodology and detailed work plan	Inception report	5 working days
Inception Meeting Initial briefing		
Documents review and stakeholder consultations	Draft evaluation report	25 days
Field Visits		
Data analysis, debriefing and presentation of draft Evaluation Report		
Validation Workshop		
Finalization of Evaluation report incorporating additions and comments provided by all stakeholders and submission to UNDP and GoR	Final evaluation report	10 days

Selection Criteria

Submissions will be evaluated in consideration of the Evaluation Criteria as stated below:

1. The offer will be evaluated by using the Best value for money approach (combined scoring method). Technical proposal will be evaluated on 70%. Whereas the financial one will be evaluated on 30%.
2. A two-stage procedure is utilized in evaluating the proposals, with the technical evaluation being completed prior to any financial proposal being opened and compared. Only proposals that achieve above the minimum of 49 points (i.e. at least 70% of the total 70 points) on the technical proposal shall have their financial proposals reviewed.
3. Evaluation of Financial proposal (30 points)
4. If the technical proposal achieves the minimum of 49 points, the competitiveness of the financial proposal will be considered in the following manner:
5. The total amount of points for the fees component is 30. The maximum number of points shall be allotted to the lowest fees proposed that is compared among the applicants which obtain the threshold points in the evaluation of the substantive presentation. All other fees proposals shall receive points in inverse proportion to the lowest fees; e.g.

6. $[30 \text{ Points}] \times [\text{US\$ lowest}] / [\text{US\$ other}] = \text{points for other proposer's fees.}$

Below is the breakdown of technical proposal on 100% which will be brought to 70%:

<i>Criteria</i>	<i>Weight</i>	<i>Max. Point</i>
<u><i>Technical</i></u>		
At Master's Degree in environmental sciences/management, natural resources management, climate change, sustainable development, development studies, international development, or other related areas	10 %	10
A least 5 years' experience in conducting and leading development partners-government programme/project evaluations.	15%	15
Have extensive expertise, knowledge, and at least 7 years' experience in the field of environment, natural resources management, sustainability, climate change initiatives.	15%	15
Have sound knowledge and practical experience in programme development, formulation, monitoring and evaluation, including experience in the UN development cooperation system;	5%	5
Experience in the application and implementation of gender-sensitive programmes as well as human rights-based approaches will be an added advantage.	5 %	5
Overall Methodology and work plan	45%	45
Fluency in English (written and spoken)	5%	5
TOTAL	100%	100

13. How to apply

Candidates should apply by presenting the following documents:

- (i) **Letter of Confirmation of Interest and Availability** using the template provided by UNDP;
- (ii) **Personal CV or P11**, indicating all past experience from similar projects as well as the contact details (e-mail and telephone number) of the candidate and at least three (3) professional references;

- (iii) **Brief description** of why the individual considers him/herself as the most suitable for the assignment and a methodology, if applicable, on how he/she will approach and complete the assignment
- (iv) **Financial Proposal** that indicates the all-inclusive fixed total contract price supported by a breakdown of costs, as per template provided

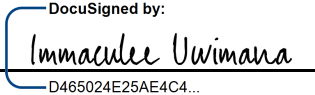
Technical enquiries can be directed Immaculee Uwimana at Immaculee.uwimana@undp.org, and enquiries about the procurement process to Mbasa Rugigana at mbasa.rugigana@undp.org

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

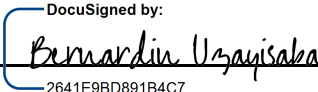
14. Evaluation Ethics

The evaluation in UNDP will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The critical issues evaluators must address in the design and implementation of the evaluation include evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, (for example: measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality)

Prepared by:

Signature 
 Name and Designation: Immaculee UWIMANA, NDC Programme Coordinator
 Date of Signing 21-Apr-2022

Reviewed and Cleared by:

Signature 

Name and Designation: Bernardin UZAYISABA, Head of Unit, Sustainable Growth Unit

Date of Signing 22-Apr-2022

Approved by:

Signature

DocuSigned by:
Varsha Redkar-Palepu
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Name and Designation : Varsha Redkar-Palepu, Deputy Resident Representative

Date of Signing 25-Apr-2022

ANNEXES

Annex I. Format of the final evaluation report

The key product expected from the mid-term evaluation is a comprehensive analytical report in English that should, at least, include the following contents but could be adjusted with the approval of UNDP:

- Title and opening pages
 - Name of the evaluation intervention
 - Names and organizations of evaluators
 - Acknowledgements
- Table of contents
- List of acronyms and abbreviations
- Executive Summary
- Introduction
- Description of the intervention
- Evaluation scope and objectives
- Description of the evaluation methodology
 - Findings and conclusions
 - Project Relevance
 - Project Results: Progress towards Project Outcome and Outputs
 - Project Efficiency and Effectiveness
 - Internal project efficiency
 - Partnership strategy
 - Changes in context and outside of project control
 - Sustainability of results
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- Key Recommendations
- Lessons Learned (including good practices and lessons learned)
- Annexes: ToRs, field visits, people interviewed, documents reviewed, questionnaire, etc.

Annex II - List of Recommended Documents (NB. List is not exhaustive)

1. Republic of Rwanda, Rwanda Vision 2050
2. National Strategy for Transformation (2017 – 2024)
3. Rwanda Green Growth and Climate Resilient Strategy
4. Rwanda Law on Environment (2018)
5. Rwanda Green Fund law (2012 revised 2017)
6. National Environment and Climate Change Policy (2019)
7. National Land Use and Development Masterplan (NDRMP) – 2020 -2050
8. United Nations Rwanda, UNDAF 2018-2023
9. UNDP Strategic plans 2018-2021 and 2021-2025
10. Common Country Document Rwanda 2018 -2023
11. United Nations Evaluation Group (UNEG), Norms and Standards for Evaluation
12. Revised SCENR Programme document
13. Annual progress reports of SCENR and quarterly progress reports (October 2018- June 2021)
14. Overview of financial expenditure of SCENR from the start till June 2022
15. Environment And Climate Change Sub-Sector Strategic Plan
16. Rwanda Updated Nationally Determined Contribution 2020 -2030
17. Previous ENR programming cycle evaluation reports
18. UNDAF evaluation reports
19. State of Environment and Outlook Reports
20. Climate Change Vulnerability Assessment and Index report (2019)