

## Terms of Reference

### Development of the Sustainability Plan of Nature Rwanda

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#### 1. BACKGROUND

Swedish International Development Cooperation Agency (Sida) through Save the Children International (SCI) in Rwanda, is implementing a five-year program (2022-2026) to develop a strong civil society that demands and supports the fulfillment of children’s rights—holding states to account and mobilizing and empowering children and their communities. This program focuses on the five Sida’s mandatory perspectives: (1) Perspectives of the most marginalized and deprived children, (2) Child Rights Programming, (3) Gender Equality, (4) Conflict Sensitivity, and (5) Climate Change & Environment.

Nature Rwanda is one of the implementing partners of this program to establish child-led groups where children are inspired and supported to become active participants in creating a suitable environment for their health, education, and development in a fun and relevant way using “Greenie” as a “vehicle”. Children will gain the capacity to assess their community’s environmental needs, develop action plans to address those needs, and implement activities. After this program, Nature Rwanda is expected to be well functioning and increase its independence, sustainability, and competency in integrating children and their rights in environmental conservation and climate actions.

#### 2. JUSTIFICATION FOR CONSULTANCY

Nature Rwanda is a non-governmental organization with the legal personality No 470/RGB/NGO/LP/04/2019, and has a vision of building communities where human beings coexist with nature without compromising the well-being of future generations. This is achieved by contributing to the conservation of biodiversity and ecosystems in a way that fosters a sustainable future and leads to social and economic transformation in communities, while addressing issues that threaten the coexistence of humans and nature.

As a young civil society organization, the financial viability of Nature Rwanda depends on funding and donations, however, COVID-19 has proven that there is a need of establishing adequate strategies to minimize financial vulnerability; and develop diversified sources for institutional and financial support.

Therefore, this consultancy is designed to support the overall sustainability of Nature Rwanda based on three dimensions: institutional, legal, and financial. The design consists of a number of predetermined indicators in each category; these are focused on optimizing Nature Rwanda after

its 6 years of operation, and providing recommendations for future improvements for maintaining long term impact around its vision and mission.

The critical aspects of this assignment will include desk review and engagement with staff and the executive committee to identify gaps, needs, opportunities, and develop detailed financial models which will explore incremental revenue options, revenue collection and identify a cash management system, defining an adequate operating and governance model to ensure high performance and success.

### **3. OBJECTIVE OF THE ASSIGNMENT**

The main activities under this assignment include:

- Development of a Sustainability Plan that will provide a set of recommendations covering well-considered solutions, processes, activities, and financial models that will ensure the overall institutional, legal, and financial sustainability of Nature Rwanda.
- Identification of the appropriate business models to include the institutional, Legal and Financial components of Nature Rwanda;
- Identify a framework which will enable a potential source of revenue for example concession of a public forests, etc.

### **4. SCOPE OF THE ASSIGNMENT**

The Consultant is required to prepare a comprehensive Sustainability Plan for Nature Rwanda, and should ensure that the particularities for each area of intervention of Nature Rwanda are given due consideration and that the Sustainability Plan is adapted to the organic law governing the operation of nation NGOs.

To meet the objectives of this TOR, the scope of the assignment includes, inter alia, the following activities:

- ***Institutional capacity:*** Conduct institutional capacity assessment for the operational sustainability of Nature Rwanda (human resources, necessary facilities/equipment/tools, etc.) and propose several potential sustainable capacity building programs to be introduced within the institutions.
- ***Internal policies & procedures:*** Assess the quality and quantity of internal policies and regulations to ensure high level protection for the organization and employees from noncompliance.
- ***Financial:*** Conduct financial capacity assessment of Nature Rwanda on the following elements: 1) Operational and Financial Capacity; 2) financial Effectiveness, 3) financial sustainability, and 4) Cost-Effectiveness.

- **Technical:** To conduct program capacity assessment to know to what extent do Nature Rwanda’s interventions and programs reflect the real conservation needs and that of the community or constituency it serves

## 5. CONSULTANT QUALIFICATIONS

The consultant undertaking this assignment shall have:

- At least a bachelor’s degree in business administration, entrepreneurship studies, or other related fields.
- A five (5) years general experience in the preparation of a Business Model or Sustainability Plans. Specific experience in working with NGOs will be an added advantage.
- An evidence of completing one (1) similar assignment within the last five (5) years; and
- Must have carried out similar assignments in NGO settings.

## 6. REPORTING AND DELIVERABLES

The consultant is required to submit their deliverables in the following four stages:

	Description of Activities	Deliverables	Payment
1	<p><b>Evaluation Report:</b></p> <ul style="list-style-type: none"> <li>● Assessment of the key requirements and strategy for achieving project viability;</li> <li>● Report on desk review;</li> <li>● Analysis of the identified key gaps, needs, opportunities</li> </ul>	One (1) week after Contract Signature	50%
2	<p><b>Draft Sustainability Plan:</b></p> <ul style="list-style-type: none"> <li>● Identification of risk and mitigation measures;</li> <li>● Recommended tools and techniques for long-term sustainability of Nature Rwanda</li> <li>● Draft key templates of missing policy documents.</li> </ul>	Two (2) weeks after Contract Signature	25%
3	<p><b>Final Sustainability Plan:</b></p> <ul style="list-style-type: none"> <li>● Sustainability Plan and stakeholder instruction manual comprising robust recommendations and improvement procedures for the sustainability of Nature Rwanda;</li> <li>● Final key templates of documents and agreements;</li> <li>● Slide deck summarizing key findings and recommendations from the report; and</li> <li>● Stakeholder presentation on key recommendations and outlined next steps.</li> </ul>	Four (4) weeks after Contract Signature	25%

## 7. TIMEFRAME OF THE SERVICES

The duration of the assignment is 1 month. Time extension will be on the basis of mutually agreed terms and unavoidable circumstances.

## 8. FACILITIES TO BE PROVIDED BY CLIENT

Nature Rwanda will provide the following to the consultant: past and existing relevant documents and materials that will facilitate the performance of the assignment.

## 9. HOW TO APPLY

*The consultant who meets the qualifications should submit the following documents:*

- Cover letter explaining why he/she is the most suitable consultant for this assignment
- A Curriculum Vitae indicating all relevant experiences and specifying the relevant assignments
- Detailed implementation methodology
- A proof of having undertaken similar work in the past five years.
- Proforma invoice (tax inclusive) to undertake the proposed work.

Interested consultants should submit their applications to [admin@naturerwanda.org](mailto:admin@naturerwanda.org) with a copy to the Executive director: [dusabimana@naturerwanda.org](mailto:dusabimana@naturerwanda.org). The deadline for receiving applications is 03-August-2022 at 5 pm Central African Time (CAT).

Applications not including all of the above information or sent materials after the deadline will not be reviewed. Only shortlisted applicants will be contacted.

## 10. SELECTION PROCESS

Applications will be evaluated first based on the set evaluation criteria. The proposal with the best overall value, composed of technical compliance and price, will be recommended for approval. The contract will be awarded to the consultant who will obtain the highest combined technical and financial scores, applying the best value for money principle.

Done at Musanze, July 14, 2022

Jean Claude DUSABIMANA  
Executive Director, Nature Rwanda

