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## NATIONAL INDIVIDUAL CONSULTANT

Date: 22/09/2020

### **Description of the assignment: Recruitment of National Individual Consultant to develop an Integrated Financing Framework for Rwanda**

**Period of assignment:** 90 working days in 8 calendar months

UNDP Rwanda is looking to recruit National Individual Consultant to develop an Integrated Financing Framework for Rwanda. The objective of this assignment is support MINECOFIN develop an Integrated National Financing Framework for Rwanda's financing needs as well as a macroeconomic framework to guide short, medium, and long-term resource mobilization efforts of the Government of Rwanda. The strategy should be fully in line with the updated national Development Cooperation Policy.

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: Attn: Head of Procurement Unit, and only by email with Job Title indicated in the subject - address at [offers.rw@undp.org](mailto:offers.rw@undp.org) not later than **6 October 2020**, 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 equally encouraged to apply.**

Yours sincerely,

Varsha Redkar-Palepu

UNDP Deputy Resident Representative

## Terms of Reference for National Consultant to develop an Integrated Financing Framework for Rwanda

### I. Position Information

Job Code Title: National Consultant

Department: Sustainable Growth Unit Activity: Integrated Financing Framework at the Ministry of Finance and Economic Planning of Rwanda (MINECOFIN)

Reports to: Head, SGU and MINECOFIN INFF Technical Advisor under the leadership of the Director General National Development Planning and Research

Timeframe: October 2020 – June 2021

Contract: Individual Contract

Category: National Consultant

Location: Kigali

Duration: 90 working days over 8 months

### II. Country Context

Although Rwanda's strong growth trajectory has been temporarily slowed down on account of the COVID-19 global crisis, there are strong expectations that the economy will rebound, re-establishing the growth trajectory to pre-COVID-19 levels. Building on this expected resurgence, the Government of Rwanda (GoR) is expected to reignite its Vision 2050, which takes economic growth ambitions to the next level by setting the target of achieving upper middle-income status by 2035 and high-income status by 2050. To achieve the target, in the medium-term, Vision 2050 is implemented through Rwanda's first National Strategy for Transformation (NST, 2018-24) and District Development Strategies (DDSs). NST-1 is fully aligned to the 2030 Agenda and the 17 Sustainable Development Goals (SDGs). The ambitious and transformational development goals of Rwanda require a substantial increase in investments from Rwanda's current investment rate of around 26% to investment rates between 35% and 40% of GDP. According to a recent study, the financing needed to achieve the SDGs will greatly surpass all current development finance flows, by 19 percentage points of GDP in spending (two-third of this must come from public sources).

While Rwanda has made significant strides in improving domestic resource mobilisation, the rate at which domestic resources are growing is yet to fully match the needs. With the onset of the COVID-19 crisis, public expenditures are expected to increase significantly in response to the crisis and exert further pressure on Government resources. In responding to the socio-economic

devastation brought about by the COVID-19 crisis, the Government of Rwanda has developed an Economic Recovery Plan (ERP) to steer the country towards sustained economic recovery while at the same time increasing allocations to safety net and social protection programmes to cushion significant losses in incomes for a large part of the population. The ERP has prioritised areas that will need additional resources to recover from the effects of the lengthy economic shutdown. These include the immediate health response to the COVID-19 crisis and strengthening the health system, mitigating the impact of the COVID-19 crisis on households incomes, ensuring food self-sufficiency by increasing Agriculture production, supporting businesses and protect jobs, and ensuring a coordinated multi-sectoral response of the Government to quick-start and boost economic activity. All these measures will exert significant additional pressure on Rwanda's fiscal space.

Meanwhile, traditional aid has been declining over time, narrowing the fiscal space for public investments. Rwanda also recognizes the importance of tapping into private sector resources for the achievement of its vision. To this effect, it has implemented business enabling environment reforms that have resulted in the country being ranked 2<sup>nd</sup> in Africa on the World Bank ease of doing business index, behind only Mauritius in Africa. However, with the gradual reduction in grant finance being accompanied by slowly expanding public revenues, limited but growing external private capital inflows (especially Foreign Direct Investment) as well as growing public debt levels, it is now necessary to have a fresh look into sustainable development financing.

Rwanda will need to develop new, more effective, and integrated approaches to managing public and private finance. The Addis Ababa Action Agenda assumes that countries will use their own national development strategies and plans to respond to the SDGs and calls for the adoption of Integrated National Financing Frameworks (INFFs). The INFF will provide a structure for Government to form and implement a strategic, holistic, results-driven approach to financing development objectives. By developing and implementing the INFF, Rwanda aims to effectively mobilize the investments needed and provide a structure that supports coherence across government in channelling resources to the areas they are most suited, especially in light of the emerging transformation in global development dynamics stemming from the COVID-19 crisis.

In 2019, the Ministry of Finance and Economic Planning (MINECOFIN) entered into an agreement with the United Nations Development Programme (UNDP) to implement a five-year programme focused on Innovative Development Policy and Finance for Impact. One of the agreed objectives of this cooperation is to enhance MINECOFIN's capacity to manage, monitor and coordinate development cooperation to achieve national development objectives, including through the development of strategies and diagnostics to better capture and manage external development finance flows.

The objective of this assignment is support MINECOFIN develop an Integrated National Financing Framework for Rwanda's financing needs as well as a macroeconomic framework to guide short, medium, and long-term resource mobilization efforts of the Government of Rwanda. The strategy should be fully in line with the updated national Development Cooperation Policy.

Against this background, MINECOFIN, supported by the One UN in Rwanda and the European Union, is looking for an international consultant to work with a national expert, and in

collaboration with a National Technical Team (NTT), to develop the INFF for Rwanda. The National SDG Taskforce will provide overall strategic guidance to the entire process. The NTT will provide technical backstopping and day to day inputs and guidance.

Against this background, UNDP is looking for a national expert consultant on development financing to work with an international expert to develop the INFF for Rwanda.

### **III. Functions / Key Results Expected**

#### **Summary of key functions:**

The national consultant is expected to support the international consultant to develop the INFF for Rwanda in collaboration with a technical team comprising MINECOFIN and UNDP. The consultant will support a mapping all relevant documents and policies relevant to the country's development finance and SDG planning, and identifying information gaps. The national consultant will support the international consultant to undertake data collection to be used for gap filling research for identifying development financing options and strategies, incorporating key risks and scenarios, in line with the COVID-19 socioeconomic assessments and GoR Economic Recovery Plan. Building on the analysis performed above, s/he will also serve as liaison contact to support the international consultant conducting extensive consultations through policy dialogues with key stakeholders to come up with a roadmap for operationalization of the INFF. Following the completion of the above task, s/he will support to develop/ adapt the financing strategy and prepare an implementation plan/road map for the INFF touching upon all the building blocks.

The key supporting activities include:

1. Inception phase: support mapping of existing knowledge, policies, and stakeholders. Compile existing assessments and diagnostic exercises to create a first snapshot of financing needs and identify major trends in the financing landscape. Using the global methodology and available secondary information, establish information gap relating to the building blocks of an INFF.
2. Support to collect and analyse data for a comprehensive and in-depth assessment of the public and private financing landscape, financing policies, institutional structures, and opportunities to build a more integrated approach to financing the sustainable development priorities in Rwanda. The analytical framework will be in relation to the 4 INFF building blocks and is outlined below in detail. This assessment process will bring together government officials, private sector and other stakeholders to facilitate discussion on how to operationalise a more integrated approach to financing development priorities through an INFF. The national consultant will support the international consultant for the core delivery of this assessment process: a Development Finance Assessment (DFA) report, concluding with an INFF Roadmap which lays out the steps that will be taken subsequently to operationalise an INFF in Rwanda.
3. Provide technical support in the development/refining of a long-term financing strategy to enable Rwanda to achieve the second building block of the INFF, based on the existing financing strategy of the NST-1 and other relevant government policies. The strategy should match financing policy actions across public and private finance to priorities in the NST-1 bearing in mind sustainability and impacts on Macroeconomic Framework and

debt sustainability guidelines. The consultant will identify and collate information on known or potential risks that could affect the need for, or availability of, financing for sustainable development. The strategy should also cater to a risk assessment and scenarios that can affect financing needs and availability, drawing from available literature and analysis. The strategy should reflect an analysis and synthesis from stakeholder interviews of the strengths and opportunities to strengthen national and subnational institutions' capacity to effectively deliver public and private financing policies.

4. Support to develop an operational plan for the financing strategy with concrete actions and an appropriate monitoring, governance, and coordination structure. This should also cover actions to adjust/adapt financing instruments, operational tools and structures if they already exist. This will include reviewing proposed institutional roles and coordination mechanisms on the SDG Financing and proposing amendments as required.
5. Facilitate working sessions with stakeholders to build consensus on the Operational Plan to implement the INFF.

## **RECOMMENDED PRESENTATION OF PROPOSAL**

For purposes of generating proposals whose contents are uniformly presented the consultant proposal document must have at least the following content and it shall follow its sequencing:

- Personal CV or P11, indicating all experience from similar consultancies/projects, as well as the contact details of the Candidate and at least 3 professional references.
- Letter of Motivation with a description of why the individual considers him/herself as the most suitable for the assignment,
- Clear methodology on how they will approach and complete the assignment with a clear workplan (timelines).
- Financial proposal that indicates the all-inclusive fixed total contract price (as described above), supported by a breakdown of costs.
- Duly Signed Offeror's Letter to UNDP Confirming Interest and Availability.

### **Delivery timeline and payment:**

Deliverables	Expected time (days/months)	% of payment
Inception report	20 days from the signing	15%
INFF Assessment and Diagnostics report	45 days from the submission of the previous deliverable	25%

Financing Strategy	60 days from the submission of the previous deliverable	35%
INFF roadmap/ Operational Plan	30 days from the submission of the previous deliverable	25%

Payments will be made upon approval by MINECOFIN and UNDP.

Days are working Days excluding Weekends and Public Holidays.

<b>V. Recruitment Qualifications</b>	
Academic Qualification	<ul style="list-style-type: none"> <li>A Master's degree or higher in the field of Finance, Economics, or other relevant fields.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>At least 7 years of experience in the field of public finance, private sector development, strategic planning and budgeting.</li> <li>Excellent knowledge about current developments in Rwanda, the region, and Donor and financing environment</li> <li>Demonstrated experience of 3 years in development finance and public institutional governance improvement and capacity building is essential.</li> <li>3 years of rigorous data and information research and analysis; policy analysis experience in public finance, economics, private sector development is required.</li> <li>Knowledge and expertise in financial analysis, debt sustainability analysis, macroeconomic analysis;</li> <li>Experience advising Governments on resource mobilization.</li> <li>Experience in country level work rooted in public policy reforms and be able to facilitate consultations with senior government officials and facilitate discussions among a wide group of stakeholders.</li> <li>Experience in working on financing or with the Development Finance Assessment methodology will be a strong advantage.</li> </ul>
Language Requirements:	Excellent command of English and Kinyarwanda is required. Knowledge of French is an asset.

<b>VI. Selection Criteria</b>		
	<b>Weight</b>	<b>Max. Point</b>
Academic Qualification: A Master's degree or higher in the field of Finance, Economics, or other relevant fields.	10%	10

Proven track record in undertaking assessments on development finance effectiveness or developing macro-level costing and financing plans ;	25%	25
Solid experience in the area of development financing strategy and operational plans;	25%	25
Methodology	30%	30
Other experience	10%	10
<b>Total</b>	100%	100
Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%; or		

#### **VIII. Institutional arrangement**

The consultant will work under the daily supervision of the Advisor on Resource Mobilization and Development Effectiveness and Sr. Country Economist of the Strategy and Policy Unit in the UNDP Rwanda Country Office, with additional support from the UNDP Africa Finance Sector Hub. Strategic guidance will be provided by the National Development Planning and Research Department (*NDPR*) Unit of MINECOFIN.

Key deliverables will also be informed by strategic guidance from the Director General of National Development Planning & Research Department in MINECOFIN and the Economic Advisor of the Strategy and Policy Unit team of UNDP Rwanda Country Office.

#### **IX. Copyright and ownership**

All developed works and publication will be the sole property of the Government of Rwanda and UNDP. The selected consultant shall not use final products for its own purpose without explicit written permission by Ministry of Finance and UNDP.

USE THE OFFER FORM BELOW TO SUBMIT YOUR OFFER.

## **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

- l) 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>I. Personnel Costs</b>			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
<b>II. 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>III. 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</b> <b>(Weight for payment)</b>	<b>Amount</b>
Deliverable 1		
Deliverable 2		
....		
<b>Total</b>	<b>100%</b>	<b>RWF.....</b>

*\*Basis for payment tranches*