



*Empowered lives.
Resilient nations.*

PROCUREMENT NOTICE

INTERNATIONAL INDIVIDUAL CONSULTANT

No:IC/UNDP/RWA/2020/029

Date: 17/08/2020

Country: Rwanda

Description of the assignment: Recruitment of International Individual Consultant – to Develop Resource Mobilization Strategy

Period of assignment: 30 working days

UNDP Rwanda on behalf on UN Resident Coordinator's Office is looking to recruit an **International Individual Consultant – to Develop Resource Mobilization Strategy**. The consultant's role will be to develop the One UN Resource Mobilization Strategy which is geared towards filling the UNDAP II financial gap (currently stands at USD 329m) by broadening the financing base to support the implementation of the UNDAP II (2018-2023), the National Economic Recovery Plan, and the National Strategy for Transformation NST1, while contributing to the overall realization of 2030 Agenda for Sustainable Development

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: By email address at offers.rw@undp.org not later than **31 August 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,

Stephen Rodriques

UNDP Resident Representative

Terms of Reference
Recruitment of Resource Mobilization Consultant

A. GENERAL INFORMATION

Application type:	Individual consultant
Job Title:	Recruitment of International Consultant – Resource Mobilization Strategy
Duty station	Home-Based
Type of contract:	Individual Consultant
Recruiting Office	UN Resident Coordinator’s Office
Expected starting date:	As soon as possible following the selection process and signing of contract
Duration	30 working days in the period of 15 th September – 30 th November 2020

B. BACKGROUND / CONSULTANCY DESCRIPTION

With the 2030 Agenda for Sustainable Development at its core, and in response to the General Assembly resolution 71/243 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the UN Secretary General’s report (December 2017) “Repositioning the United Nations development system (UNDS) to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet” puts forward a comprehensive proposal on further improvements to the resident coordinator system to ensure more coherent, accountable and effective support for the 2030 Agenda. This was further reinforced by General Assembly resolution 72/729 of 31 May 2018, which gave the Secretary-General the mandate to implement the repositioning of the UNDS. A reinvigorated resident coordinator system is at the center of a repositioned United Nations Development System, and while the system has been instrumental in driving coherence on the ground over the past four decades, it is now insufficiently robust to respond to the needs of the 2030 Agenda. The report stresses that Resident Coordinator Offices will need to be adequately staffed to ensure sufficient substantive capacities to lead United Nations country teams. One of the core functions is strategic partnerships and development finance. The recruitment has been finalized but to initiate the work, One UN Rwanda is now looking for a consultant to support the development of the One UN Resource Mobilization Strategy and to enhance the implementation of the same.

In Rwanda, the UN works through the United Nations Development Assistance Plan for Rwanda (UNDAP II) 2018-2023 with six outcomes related to economic transformation, social transformation and transformational governance. The UNDAP II is anchored on the National Strategy for Transformation (NST1 2017-2024), linked to the Agenda 2030, the African Union Agenda 2063 and the East African Community Vision 2050. The UNDAP II is also informed by and responds to global and regional normative frameworks, such as gender and human rights, and it has a leaving no one behind approach. The UNDAP II is delivered by the UN in Rwanda, with all 22 agencies (13 physically present in Rwanda) working together, and with an

indicative budget of USD 630 million, with almost USD 301 million available (June 2020 – UN INFO).

Development cooperation has contributed to Rwanda's solid improvement on development indicators, such as an increase in gross national income per capita, reduced poverty, improved human development index, rising life expectancy, etc., and is expected to continue to do so in the years to come. While external support has mainly been in the form of ODA, the development cooperation landscape has changed, both globally and in Rwanda. While the changes in development cooperation in Rwanda is mainly driven by its successes and ambitions, there is also a global shift in the financial architecture towards diversified, innovative sources and modalities of development cooperation.

Rwanda's Development Cooperation Policy articulates some of the most critical changes to the development cooperation landscape including: 1) emergence of new partners, such as BRICS (Brazil, Russia, India, China and South Africa); 2) evolution of the development cooperation policies of traditional development partners; 3) increased diversification of sources of financing for development, including strengthening of domestic resource capabilities; 4) the shift from aid effectiveness to development effectiveness 5) increased recognition of the private sector as a crucial partner in Rwanda's development; 6) diminished preference for general budget support (GBS) among others. The Government of Rwanda expects that trade, private sector investment, and economic partnerships will be increasingly important aspects of the development process in the future. The focus on a combination of both public and private investment represents a significant shift in the Rwanda development finance landscape and the increasingly important role of private sector actors and development finance institutions (DFIs) is a key part of that evolution.

Furthermore, the development of the One UN resources mobilization strategy happens in the midst of the unfolding COVID-19 pandemic. To respond to the pandemic, the Government of Rwanda, with support from among others, the One UN, developed and is implementing the National COVID-19 Preparedness and Response Plan and the National Economic Recovery Plan. In the same vein, the UN developed a Global UN framework for the immediate socio-economic response to COVID-19.

Similarly, the One UN Rwanda led a joint UN assessment on socio-economic impact of COVID-19 in Rwanda. The assessment aim is to provide better informed policy responses that put people and their rights at the centre, especially those most impacted and left behind, and provides an evidence-based projection of possibilities given specific assumptions and scenarios in the trajectory of COVID-19 infections and recovery patterns. In addition to technical assistance, the provision of guidelines, technical expertise, the contribution to the design and revision of the Rwanda National preparedness and response plan and the Economic and Recovery Plan (ERP), the One UN Rwanda has so far mobilized USD 6,340,574 and plans to mobilize an additional USD 3,465,776 to support Government implements its COVID-19 response and recovery plans. The UN staff also raised a voluntary contribution amount of USD 12,734.53 to support the fight against the COVID-19. However, more resources need to be mobilized to support the Government of Rwanda to recover and build back better in order to realize the sustainable development goals and targets within the context of the COVID 19

crisis. In fact, the UN is finalizing a Joint Programme to support the Government Economic and Recovery Plan.

Against this backdrop, the One UN seeks to recruit a consultant to develop a robust and innovative resource mobilization strategy to fill the UNDAP II resource gap and takes into account the priorities set out in the UNDAP II, Government ERP, and policy recommendations from the recent One UN socio-economic impact of COVID-19 in Rwanda and the UN Joint Programme to support the ERP. The strategy should demonstrate how UN in Rwanda builds on the current relations with some global funds, leverages on the established SDG Fund and taps into global funds related to the COVID-19 response. The strategy will in effect inform and contribute to accelerate the implementation of the Integrated National Financing Framework for Rwanda to raise resources and manage financial choices in an increasingly complex financing landscape.

C. OBJECTIVE OF THE CONSULTANCY

The consultant's role will be to develop the One UN Resource Mobilization Strategy which is geared towards filling the UNDAP II financial gap (currently stands at USD 329m) by broadening the financing base to support the implementation of the UNDAP II (2018-2023), the National Economic Recovery Plan, and the National Strategy for Transformation NST1, while contributing to the overall realization of 2030 Agenda for Sustainable Development

D. INSTITUTIONAL ARRANGEMENT

The consultant will work closely with the Resident Coordinator's Office, in particular with the Partnership and Development Finance Officer under the guidance and direct supervision of the Senior Strategic Planning and Team Leader in the Resident Coordinator's Office. S/he will implement the deliverables described in these Terms of Reference (ToRs), by reporting to the RCO on a regular basis. The work will be home-based, with a possibility of traveling to Rwanda. The consultant will undertake consultations with the UN Country team (UNCT), RCO and partners.

The consultant will also work in close collaboration with relevant UN Agencies through the UNCT), and s/he will liaise with relevant multi-lateral and bi-lateral donors and development partners and other UN global fund partners ensuring successful implementation of the One UN Resource Mobilization Strategy.

E. MANAGEMENT OF CONSULTANCY SERVICES

This Consultancy will be administrated by the United Nations Development Programme (UNDP) Rwanda Country Office and all relevant UNDP rules, policies and procedures apply.

F. SCOPE

The consultant will be responsible for the following:

1. Review UN Rwanda strategic documents such as: UNDAP II, One UN Financing-Partnership Strategy and Investment Plan for UNDAP II, Inception Report on Development Finance Assignment for Rwanda; the RCO donor mapping paper, UNDAP II Annual report 2018-2019; socio-economic impact of COVID-19 in Rwanda; National Economic Recovery Plan; UN Joint Programme to support the ERP; the Integrated National Financing Framework, Government strategies such as NST1, Aid Cooperation Policy including updated Division of Labour and other global documents as well government of Rwanda strategic documents, including the Rwanda development cooperation framework, to better understand the context's vision and strategic direction;
2. Present to the UNCT for approval an Inception Report, detailing a conceptual framework for the assignment, the methodology, including a well-designed questionnaire for collecting primary data for the assignment, and analytical framework to be used, a work plan, and an outline of the final product;
3. Draw experiences and lessons from the already successful Joint Programmes resource mobilization efforts, the SDG Fund and investment plan; and experiences in other countries to advise and support UN joint resource mobilization for the UNDAP II and financing for SDG acceleration.
4. Conduct Strengths, Weaknesses, Threats and Opportunities (SWOT) analysis focusing on the One UN capacity to influence different sources of bilateral, multilateral, philanthropists, public, private, domestic and international finance to achieve the UNDAP II results and advance the implementation of the Government INFF, NERP and NST1 and recommend:
 - how to access the resources in the context of Rwanda;
 - appropriate tools to be used to support resource mobilization;
5. Review internal organizational functions and structures of the RCO and One UN to establish how best can the functions and structures support the implementation of the Strategy:
 - how can the UN Rwanda align its human resources and improve coordination to better position UN to access those resources; and
 - what are clearly the delineation of roles and responsibilities for resource mobilization (what is joint? What is agency led)
6. Demonstrate how the strategy is linked to the UN approach “from funding to financing” and what is the leverage effect, in the context of UN support to the INFF
7. Present the draft strategy to the UNCT for review, and revise the document based on feedback received.
8. Produce the final Resource Mobilization Strategy.

G. EXPECTED DELIVERABLES

- a. ***An Inception Report***, detailing the conceptualization of the assignment that strongly demonstrates a clear understanding and interpretation of the tasks, includes a conceptual framework, the methodology, data and information collection and analysis - a well-designed questionnaire for collecting primary data for the assignment, a work plan, and outline of the final product. The inception report must be presented and approved by the UNCT
- b. ***A draft comprehensive resource mobilization strategy*** that includes:
 - i. An overview of the situation: background on the donor context in Rwanda, the positioning of Rwanda in the ODA landscape, other financial streams, the coordination mechanisms, the SDG Fund, the current relations with some global

- funds, the setting of other global funds related to the COVID-19 response; trends and risks analysis on development aid financing from traditional, potential African and emerging donors such as (domestic donors, BRIC countries, the Gulf States, private sector and philanthropists foundations, global and vertical funds, private sector and diaspora);
- ii. Analysis of emerging resource mobilization opportunities and recommendations on how to tap those opportunities.
 - Packaging and defining UN's case(s) for support and differentiated value proposition to engage partners, both traditional and non-traditional
 - How to effectively generate and harness opportunities to meet resource mobilization targets, discovery, evaluation and selection of pipeline opportunities and design contextualized means to engage in resource mobilization.
 - The strategy, mechanisms, techniques other means required to mobilizing the resources and assess the possibilities of the UN Rwanda to access the funds, given the context and the UNCT configuration, strengths and weaknesses
 - iii. A detailed implementation plan to operationalize the resource mobilization strategy, with clearly defined actions, timelines and budget.
 - Detailed workflow processes (including roles and responsibilities of the various structures of UNDAP II) governance structure and mechanisms in resource mobilization;
 - iv. A Monitoring and Evaluation framework to assess progress and outcomes of the implementation of the resource mobilization strategy; and
 - v. Submit the draft Strategy to UNCT through the RCO for review.
 - vi. Power point Presentation: Provide a maximum 15 slide-power point presentation on the Strategy as outlined above and present to the UNCT validation meeting.
- c. ***Final product:*** Revise the Strategy as per the UNCT recommendations and submit a final consultancy report (Resource Mobilization Strategy), to the RCO.

In line with section (F) Scope of the consultancy, the strategy should have the following annexes:

- A series of fundraising communication materials and tools that need to be produced to secure funding/ raise the profile of key programmes;
- A plan and budget proposal for building the capacity of key staff in mobilizing and leveraging resources.

H. COMPETENCIES AND QUALIFICATIONS

1. Academic Qualifications

- Advanced university degree (Master's degree or equivalent degree) in business administration, sustainable development, economics, social sciences, or related area.

2. Technical Competencies/Experience

- A minimum of eight years of progressively responsible experience in providing strategic support to resource mobilization or development finance in the context of

development cooperation is required, in Africa. Experience in the context of Rwanda or similar contexts will be desirable.

- Proven track record in resource mobilization strategy development and in effectively and successfully mobilizing resources and knowledge in innovative, blended finance and current trends of the financial landscape.
- Excellent written and oral communication skills in English.
- Previous experience from the UN or multilateral organizations is a requirement

In addition, the consultant should possess the following corporate and functional competencies:

3. Corporate competencies

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly.

4. Functional competencies

Leadership: Capacity to engage with a wide audience of diverse background.

Technical Skills: Extensive experience in resource mobilization.

Communication: Excellent skills written and oral fluency in English.

Teamwork: Ability to establish and maintain good working relations with colleagues in multi-cultural environment.

I. SELECTION 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
1. Methodology	30%	30
2. Advanced university degree (Master's degree or equivalent degree) in business or public administration, sustainable development, social sciences, or related area.	10 %	10
3. A minimum of eight years of progressively responsible experience in providing strategic support to resource mobilization or development finance in the context of development cooperation is required.	10%	10
4. Solid knowledge and understanding of the development cooperation landscape globally and in the African context and good understanding of the aid coordination system in Rwanda	20%	20
5. Experience in the UN system and performance of related assignments/strategies	20%	20
6. Excellent skills in oral and written English	10%	10
TOTAL	100%	100

J. PAYMENT MILESTONES AND AUTHORITY

Each applicant will indicate the cost of services for each deliverable in US dollars in the proposal. The Consultant will be paid only after approval by the RCO of the completion of each deliverable. The Consultant will be paid in accordance with UNDP rules, the amount paid should be considered inclusive of all associated costs including travel, communications, social security, pension and income tax.

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

- 10% after the submission and acceptance of the inception report
- 50% after the submission and acceptance of the deliverable 2.
- 40% after the submission and acceptance of the final deliverable

K. 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.

L. Disclaimer

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process. Any Proposal submitted will be regarded as an offer by the Proposer and does not constitute or imply the acceptance of any Proposal by UNDP. UNDP is under no obligation to award a contract to any Proposer as a result of this Terms of Reference.

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. All applicants will be treated with the strictest confidence.

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	Quantity	Total Rate for the Contract Duration
I. Personnel Costs			
Professional Fees			
Life Insurance			
Medical Insurance			
Communications			
Land Transportation			
Others (pls. specify)			
II. Travel Expenses to Join duty station			
Round Trip Airfares to and from duty station			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			
III. Duty Travel			
Round Trip Airfares			
Living Allowance			
Travel Insurance			
Terminal Expenses			
Others (pls. specify)			

B. Breakdown of Cost by Deliverables*

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

**Basis for payment tranches*